

SECRET

DDS&T-5324/79 ✓

18 OCT 1979

MEMORANDUM FOR: Chief, Plans and Programs Staff, OL  
SUBJECT : Restricted Use of Privately-Owned Vehicles

Attached are the comments from four of the DDS&T offices regarding the handout you provided on restricted use of POV's. Two of our offices are somewhat delinquent with their responses, and therefore, we will forward them to you immediately upon receipt.



Executive Officer  
DDS&T

25X1

Attachments:  
as stated

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UNCLASSIFIED WHEN SEPARATED  
FROM ATTACHMENTS

SECRET

OL 9 4375

HANDOUT - RESTRICTED USE OF PRIVATELY-OWNED VEHICLES

1. As discussed at the 8 August meeting of this Committee, we began to look at a proposed policy of restricted use of POVs on official business.

2. We are now asking each committee member to comment in this area, i.e.:

a. At what level should approval be required?

b. Should we reimburse for mileage over routes with shuttle service?

c. Should the use of u-drive-it official vehicles be encouraged?

d. To what extent should we resort to regulatory issuance to enforce approved policy?

3. Please forward your thoughts on this subject to P&PS/OL, Room  by 19 October 1979.

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SUMMARY

Handout - Restricted Use of Privately-Owned Vehicles

A. Question - At what level should approval be required?

Response - Approving levels seem to be appropriate depending how organization is structured. Approvals are given by Division Chiefs, Branch Chiefs and "supervisors" depending on the needs of the office or component.

B. Question - Should we reimburse for mileage over routes with shuttle service?

Response - All respondents favor reimbursement over established routes. Basis is lack of sufficient shuttle service and time-consuming.

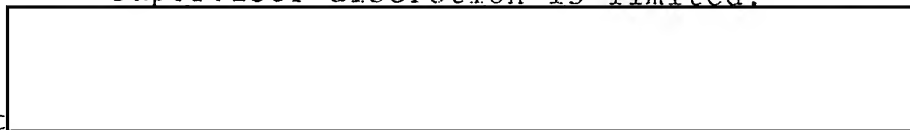
C. Question - Should the use of U-Drive-It official vehicles be encouraged?

Response - Yes, if they could be made available in sufficient quantities. Some doubt as to whether or not U-Drives would, in fact, save energy.

D. Question - To what extent should we resort to regulating issuance to enforce approved policy?

Response - Reactions were mixed. Some favor a regulation which would establish standards and approval criteria. Others do not on the basis that supervisor discretion is limited.

Attachment



ILLEGIB

Handout

Responses -

DDS&T - 6

DDO - 1

OP - 1

NFAC - 1

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✓ DD/S&T# 5200-79

11 October 1979

MEMORANDUM FOR: Chief, Administrative Staff/DDS&T

FROM:

[REDACTED]  
Chief, Administrative Staff [REDACTED]

SUBJECT: Restricted Use of Privately-Owned Vehicles

1. In response to your request for comments on the OL Handout concerning the above subject, [REDACTED] does not consider this a problem area. Utilization of POV's is limited but necessary and therefore any escalation in the approving level does not seem warranted nor does a strict prohibition against reimbursement over shuttle routes.

2. [REDACTED] has no objection to encouraging u-drive-it official vehicles provided they are available and readily obtainable when needed. Presume that OL in presenting these questions has resolved all aspects of employee liability in the event of accident.

3. On the question of regulatory issuance to enforce policy, the vote would have to go to regulatory issuance. There is too much slippage with the passage of time on policy that isn't incorporated in the regulations.

[REDACTED]

OTS' comments -- Restricted Use of Privately-owned Vehicles

From OTS' viewpoint any policy which would restrict use of POV's on official business would adversely impact on us.

Our main complex of buildings is downtown. In addition we have large dispersed units at Headquarters. [REDACTED] We also visit many local vendors on a periodic basis. In most of these cases there is no shuttle service. Our limited number of official vehicles are already heavily utilized.

Let me address the questions raised in the memo:

- a. Use of POV is presently approved by branch chiefs in advance and by group chiefs and Chief, OTS/SS monthly. Experience dictates that is a practiced way to go for us.
- b. We feel strongly that we should reimburse for mileage over routes with shuttle service. It takes nearly one hour to go South to Headquarters because the bus is often early and then travels all over town before arriving at Headquarters. The return trip is somewhat shorter but the frequency of trips means too much lost time.
- c. Use of U-drive-it official vehicles is encouraged but we don't have that many vehicles, they have to be gassed by people driving them since we don't have a motorpool and for the most part they are consumed in runs to vendors for local purchases, to the post office and airports for deliveries and pickup, etc.
- d. Resorting to regulatory issuance to enforce approved policy might work elsewhere. For us we have to rely on the judgment of our supervisors. They have to decide on a cost/benefit basis whether it's worth the time loss versus the dollar savings. Usually it isn't.

DD/S&T# 5289-79

OSO-1748-79  
15 October 1979

MEMORANDUM FOR: Chief, Administrative Staff/DDS&T

FROM: [REDACTED]

Chief, Support Staff, OSO/DDS&T

SUBJECT: Restricted Use of Privately Owned Vehicles

1. On 12 October 1979, we received a request from your office to comment on specific areas of a proposed policy of restricted use of POV's on official business. The following is keyed to that request: [REDACTED]

a. At what level should approval be required?: It is our feeling that existing approval authorities are adequate (i.e., group and staff chief level).

b. Should we reimburse for mileage over routes with shuttle service?: In the case of OSO employees, we feel that reimbursement should continue even though the route may be serviced by shuttle service. OSO offices are located in Headquarters Building. [REDACTED]

[REDACTED] Events often occur which require officers from each of these locations to travel to one of the other sites on immediate notice. To wait for the infrequent shuttle service could cause delays in maintaining operations abroad.

c. Should the use of u-drive-it official vehicles be encouraged?: OSO currently does encourage the use of official vehicles. However, only a limited number of vehicles are available at each of our locations. In order to insure that enough vehicles are available, the authorized TVA would have to be increased considerably. It is our feeling that acquisition costs of additional official vehicles would not offset the amount paid in reimbursement for use of POV's nor would an energy saving be realized.

S E C R E T

SUBJECT: Restricted Use of Privately Owned Vehicles

d. To what extent should we resort to regulatory issuance to enforce policy?: It would appear that a policy paper would carry the same weight as a regulation change. For this subject, a change of regulation should not be necessary.



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DD/S&T 5220-79

NPIC/SS-23/79  
11 October 1979

MEMORANDUM FOR: Chief, Administrative Staff/DDS&T

SUBJECT : Handout-Restricted Use of Privately-Owned Vehicles

NPIC's response to Subject questions are keyed to reference:

2a. Approval to use a POV for official business should come from the employee's Supervisor; however in no case should this be less than a Branch Chief. Some components may want to retain such approval with their approving officer.

2b. The answer cannot be black or white. Timing may be an issue or something else as vital. Needless to say POV's may only be used when official or public transportation cannot handle the need.

2c. Yes, but only where shuttles will not serve the need and the component can handle the additional workload.

2d. Regulations should reflect that the use of a POV must have the prior approval of a Supervisor.

Chief, Support Staff, NPIC

25X1

16 JAN 1980

MEMORANDUM FOR: All Agency Energy Committee Members

FROM: James H. McDonald  
Director of Logistics

SUBJECT: Agency Energy Committee Meeting  
16 January 1980

1. I have scheduled a meeting of the Energy Committee for 1:30 p.m., 16 January, in Room [ ] Building. We have a number of items to consider, and I would expect to spend the better part of the afternoon discussing these issues and deciding on a course of action to be taken relative to the proposed energy savings ideas.

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2. I have attached a copy of our agenda, and have also included the materials you should review in preparation for the meeting. Please contact [ ] of my staff, extension [ ] if you have any questions.

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/s/ James H. McDonald

James H. McDonald

Atts.

OL 9 5267

~~CONFIDENTIAL~~✓ DD/S&T# 5336-79  
OD&E 1212-79

19 October 1979

MEMORANDUM FOR: Chief, Administrative Staff, DDS&amp;T

FROM:

  
Executive Officer, OD&E

SUBJECT: Comments on Restricted Use of POV's

1. Following comments are keyed to the questions as listed on the subject handout.

a. Officer concerned should be expected to exercise sufficient discretion to determine press of requirement vs. availability of transportation; POV use by clericals could be reviewed by supervisor, but do not believe higher level of prior approval necessary.

b. With deteriorating bus service and unreliability of schedules, there should not be a restriction on payment over routes with shuttle service. To limit high-paid talent to shuttle service or to expect them to bear the cost of using POV to make the best use of their time is inequitable and poor management.

c. If U-Drive official vehicles and fuel could be made available in sufficient numbers (motor pool still limits cars to five gallons per day), then increased use should be made. KPG has been very successful in utilizing an official car. Increased use of GSA rentals should be made and pooling for trips between buildings should be encouraged.

d. The rather liberal policy that evolves from the above answers does not rely on regulatory issuance to police use of POV's. As long as components of the Agency are spread out as much as they are and the requirement to "do more with less" exists, then to make maximum utilization of employees' time, constraints on use of POV should be relaxed, not tightened.

WARNING NOTICE  
INTELLIGENCE SOURCES  
AND METHODS INVOLVED

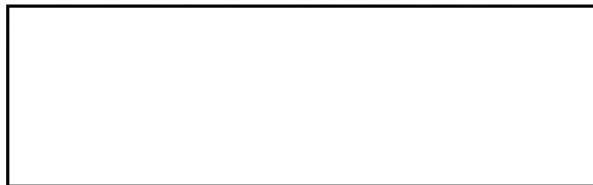
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SUBJECT: Comments on Restricted Use of POV's

2. The implications conveyed by the questions on the handout are somewhat surprising; indeed, the concept of restricting usage of POV's for official transportation appears to be somewhat naive. It is difficult enough getting around; to add to the problem by reducing the flexibility provided by usage of one's POV smacks of being "penny wise and pound foolish." Public transportation is limited, costs of providing a sufficient number of official vehicles, under any arrangement, to meet requirements would be prohibitive. POV usage was originally encouraged to eliminate the need for the capital investment required. Even shuttle bus service has been decreased over the years due to the costs involved. Considering the location of this Agency's buildings, much of the conduct of daily business is facilitated through the use of employees' POV's. To reduce this use would be counter productive, at minimum.



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OD&E 1212-79  
Page 2

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ADMINISTRATIVE - INTERNAL USE ONLY

DD/SAT 5369-79

ORD-1519-79

18 OCT 1979

MEMORANDUM FOR: Chief, Administrative Staff/DDS&T

FROM:

[REDACTED]  
Executive Officer/ORD

SUBJECT: Comments on Handout - Restricted Use of  
Privately-Owned Vehicles

1. The following comments are in response to your request for our thoughts on the questions in the "Handout - Restricted Use of Privately-Owned Vehicles."

a. We would recommend approval authority at the level of Division Chief (for their subordinates) and above as we now have for travel advances. Our rationale is that the Division Chiefs are the senior individuals, most knowledgeable of the travel needs of their subordinates.

b. Yes! Shuttle bus service on current routes is very time consuming. It is more cost effective to pay the POV rates than it is to pay hourly wage rates for sitting on a bus.

c. We would endorse use of "u-drive-it" official vehicles if they were made available in Ames and in sufficient numbers to meet the needs of those in the building.

d. We would not like to see a regulatory issuance applied to outlying buildings until satisfactory alternatives to POV transportation are available; i.e., u-drive-it vehicles or timely shuttle bus schedules/routes.

2. We wish to point out that a significant portion of our POV expenditures involve trips to local contractors. In most cases, POV is more timely and thus more cost effective than available public transportation; use of public transportation is expected in the remainder of cases.

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ADMINISTRATIVE - INTERNAL USE ONLY

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c. Question - Should the use of u-drive-it official vehicles be encouraged?

Response - Our employees would like to see greater use of "u-drive-it" official vehicles. However, this hardly could be considered energy-saving.

d. Question - To what extent should we resort to regulatory issuance to enforce approved policy?

Response - It is recognized that this may be a more effective way of having our energy policies enforced since voluntary compliance does not work. However, the general feeling is that energy-saving is such a fluid matter that it may be more practical to have the policies defined in a policy paper rather than by regulation.



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3 December 1979

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NOTE FOR: [REDACTED]

SUBJECT: Restricted Use of Privately-Owned Vehicles

Pete:

Sorry I missed your handout at the last meeting. My comments are quite simple and are keyed to the questions in paragraph 2 of the handout:

a. The present regulation [REDACTED] talks only about approving officers and this certainly can vary from component to component. I would be in favor of standardizing that authority at the Division Chief level within the DDA and with comparable unit heads elsewhere.

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b. Yes. There are many situations where an individual will have to continue driving his/her car even though shuttle service is or may be available. Emergency meetings, early or late conferences, and the like. We simply can't have a completely negative policy in this area. I would also guess that if we did, the shuttle buses would soon be overloaded.

c. Yes. I understand that such is already the case and am personally very much in favor of the concept.

d. Whatever policy is finally approved will have to be grounded in a regulatory issuance of some kind--regulation, notice or whatever. The issuance will have to be specific on what is allowable and what is not.

[REDACTED]  
Deputy Director of Personnel  
for Special Programs

25X1

15 November 1979

Replies/Comments on Restricted Use of Privately-Owned  
Vehicles for Official Business (Proposed Policy).

1. Approval to use a privately-owned vehicle in lieu of other transportation should be determined by the Chief of the appropriate Division or Staff.
2. There should be no reimbursement for mileage covering routes already serviced by shuttles.
3. The use of U-Drive-It government official vehicles should be encouraged. (Providing there is one available at the time of need. Need requirements, however, oftentimes do not surface until the last moment, and the use of a government vehicle requires a reservation well ahead of the date of the need).
4. A regulation or Headquarters notice on this subject should be issued as soon as definite policy guidelines are established.

[Redacted Signature]

CIA Energy Committee

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**CONFIDENTIAL**

23 November 1979

MEMORANDUM FOR: Mr. James McDonald  
Chairman, Agency Energy Committee

FROM:   
DDO Rep, Agency Energy Committee

SUBJECT: Restrictive Use of Privately-Owned Vehicles

1. This memo is in response to the "hand-out" at our 8 August meeting regarding restricted use of privately-owned vehicles for official business.

a. Question - At what level should approval be required?

Response - We feel that the present approving level in the DDO is appropriate. In this Directorate, use of POVs for official business is approved by the Chiefs of Support, Branch Chiefs, or higher.

b. Question - Should we reimburse for mileage over routes with shuttle service?

Response - The general sentiment in the Directorate is against restrictive use of POVs, even over shuttle routes. The key question is, "Can we equate the gasoline savings with the additional manhours expended in taking the shuttle or public transportation." Making a round trip by shuttle between Headquarters and one of the other Agency buildings normally will add at least an hour to the trip over what it would take to drive one's POV. We must keep in mind that energy is not our only shortage -- we also suffer from personnel shortages. Our position, therefore, is that we should not establish energy policies that tend to reduce personnel efficiency and productivity levels.

OL 9 4838

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**CONFIDENTIAL**

13 NOV 1979

MEMORANDUM FOR: Director of Central Intelligence

FROM: Clifford D. May, Jr.  
Acting Deputy Director for Administration

SUBJECT: Energy Conservation

REFERENCE: Memo for DCI fm DCI/MAG, dtd 12 Oct 79,  
same subj. (ER 79-8556; DDA 79-3340)

1. Reference your note of 22 October, and the DCI/MAG memorandum, please be advised that I have reviewed the suggestions for energy conservation made by the MAG. The recommendations in paragraph 3a, b, and c are already in being. Recommendations d, h, and i are under active consideration, and in some cases, work has progressed towards their implementation. The remaining suggestions will be addressed in the near future.

2. The Director of Logistics (D/L) is the senior official charged with coordinating the conservation of our energy resources. At the time a representative of his staff met with the DCI/MAG, I had thought to utilize the services of the various Agency MAG's to facilitate energy conservation programs within the Agency. Shortly thereafter, national attention and executive interest focused on this vital issue, and it became apparent that a more definitive and active program would be required within the Agency.

3. As a result, the D/L recommended, and I approved, the formation of an Agency Energy Committee whose sole function would be to establish energy conservation objectives and monitor the effectiveness of the actions taken in achieving these goals. The committee is comprised of senior officers from all of the Agency directorates, plus representatives from the Offices of Personnel, Communications, and Data Processing. These three offices are included on

OL 9 4451a

SUBJECT: Energy Conservation

the committee because of the specific impact that conservation measures may have on personnel and on energy-intensive operations. The recommendations made by the MAG which have not been acted upon will be addressed by the committee at the earliest opportunity.

4. To further promote our energy goals, we have established an Agency energy conservation objective which will be tracked at the directorate level. The objective will create energy committees within the various Agency components which would work with the Agency Energy Committee in enhancing our conservation efforts. In addition, these committees would be asked to look at specific areas in their operations and work environments and to develop estimates of capital expenditures which would be required to make needed improvements. I will keep you advised.

5. The Agency's approach to the energy problem has been to undertake those actions which are in compliance with executive directives and existing statutes which would maximize our contribution to the national effort in conserving energy. During this past year, numerous steps have been taken to achieve these results. Some of these actions are as follows:

a. Two employee bulletins were published which dealt with Federal mandatory conservation requirements. Heating, air conditioning, and lighting are monitored by GSA in accordance with Federal standards. These bulletins further call on all employees to support our conservation goals by participating in carpools, and generally practicing good conservation measures. A third bulletin is about to be published which will address the unauthorized use of fans and heaters in Agency buildings.

b. A separate employee bulletin was published on the formation of vanpools. A survey form was attached for employees who might be interested in forming pools. The results are now being compiled.

c. Various pamphlets and energy-saving ideas were made available to the Credit Union for distribution to our employees.



SUBJECT: Energy Conservation

d. In May of this year, we met with the General Services Administration, the Council of Governments, and other Government agencies to consider the possibility of participating in an area-wide computerized carpool-matching service. A decision was made not to participate because of the obvious cover and security problems that could ensue.

STAT e. Action is being taken to make GSA vehicles, rather than POV's, available for official use by our personnel [redacted]. Such a plan will tend to minimize any adverse impact of a gasoline shortage such as that experienced this past spring by some of our field offices. I believe such a plan would also be cost-effective to the Government. The D/L's office is also working in concert with other Government agencies which faced similar problems during the gasoline crisis, to develop a plan for ensuring that supplies are available to us during any future crisis.

f. A feasibility study was conducted in cooperation with GSA to place an intermediate-sized boiler into the Headquarters power plant. The boiler would be part of our array with the three boilers currently in place, which would enable us to tailor power generated to power actually needed. The project is expected to cost approximately \$225,000, \$165,000 of which has already been provided by the Agency.

6. During the coming fiscal year, the Energy Committee will be asked to look more closely at the kinds of suggestions included in paragraph 4 of the MAG memorandum. It is recognized that such programs could be very expensive, but I agree they have to be considered in the interest of becoming more energy-efficient. I appreciate the MAG's interest, and I would encourage them as well as any of the other MAG's or components within the Agency to make their thoughts and ideas known to their directorate representatives.

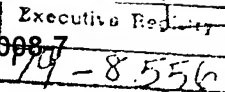
/s/

Clifford D. May, Jr.

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EFAC 5076-79

12 October 1979

MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director of Central Intelligence

FROM : DCI/MAG

SUBJECT : Energy Conservation

1. The agency has received considerable attention for its analysis and publications on energy and the impending energy crisis. At the same time, energy problems have been a major issue within the current administration, with considerable emphasis on energy conservation.

2. It is the view of the MAG that while there seems to be considerable talk about energy conservation, there appears to be little effort being taken within the agency to actually promote energy saving action. It is our view that since the agency's public position supports the thesis of an impending energy crunch, our work-related conservation efforts should become more active and visible.

3. The MAG recommends that the agency make a concerted effort toward positive conservation goals. We believe the following suggestions should be considered:

- a. Consider assigning a senior agency manager to coordinate all efforts. The individual must be given appropriate authority and responsibility and have sufficient time and enthusiasm to devote to the job.
- b. The DCI and other senior agency managers should provide leadership and support for the program, including the maintenance of a high profile in areas where you and your staff are conserving energy.

GL 9 4451

- c. Establish specific goals for energy conservation such as reducing fuel consumption for heating and cooling by a certain percentage and reducing the amount of fuel consumed by agency vehicles by a certain percentage.
- d. Encourage the use of van pooling and carpooling to reduce the number of cars driven to work. This can be accomplished by matching potential carpoolers through computer listings and providing each employee with a list of possibilities on a first name only basis. In addition, eliminate privileged parking spaces for senior agency personnel below the Office Director level so that additional desirable spaces become available to carpoolers. Provide carpoolers with a parking fee incentive and reduce the carpool cheating problem that now exists.
- e. Make public transportation schedules more available to employees, especially bus routes to suburban areas.
- f. Investigate the possibility of using the heat generated by computers in agency buildings as a substitute for space heating requirements currently served by other systems.
- g. Place energy conservation reminders by light switches to encourage reduction of unnecessary lighting in agency buildings.
- h. Eliminate hot water systems where not needed and lower the temperature in the remaining systems to levels that are consistent with health requirements.
- i. Evaluate existing heating systems to determine if smaller systems may be more appropriate such as using electric space heaters only during working hours.
- j. Provide a suggestion box solely for energy conservation ideas with appropriate monetary incentives for good suggestions.

- k. Ask managers to evaluate the necessity of extra hour work for employees who habitually work nights and weekends.
- 4. There are several areas in which energy conservation can be accomplished over a longer period of time but which require considerable expenditure at the time of installation. Nonetheless, these measures eventually reduce costs and energy consumption. We believe the following should be considered:
  - a. Installation of thermal glass in building windows to reduce heat loss.
  - b. Retrofitting or replacing existing heating systems with more energy efficient systems.
  - c. Installation of solar collectors to augment or replace existing hot water or space heating systems.
- 5. We have been briefed by the Office of Logistics on their study of conservation measures within the agency and we commend their efforts. Nonetheless, we feel that their work has not received adequate support from top management. Furthermore, we believe that efforts to conserve energy have not been given sufficient publicity, especially if this is an area of true concern to agency management.
- 6. We recommend that you consider our suggestions for conserving energy and make a greater attempt to increase the agency's efforts in this area.

For the DCI/Management Advisory Group

[Redacted Signature]

Chairman, DCI/MAG

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ODP-9-1667  
19 November 1979

MEMORANDUM FOR: Chairman, Agency Energy Committee  
Office of Logistics

25X1 FROM:

  
ODP Member, Agency Energy Committee

SUBJECT: Uninterrupted Power System (UPS)

1. The Agency Energy Committee is looking into ways and means of reducing the consumption of energy by the Agency. One item considered was the Uninterrupted Power System (UPS) and the amount of energy it consumes primarily to convert power received from the power company to a form suitable for stockpiling (i.e., charge batteries). UPS is used to protect Office of Communications and Office of Data Processing electronic equipment from anomalies, such as power surges or brown-outs, in power received from the power company, anomalies that could wreak havoc with computing equipment. UPS is designed to automatically provide and maintain power within acceptable limits during periods of fluctuations in power company power. The Committee asked OC and ODP to review their need for UPS in view of the President's desire to reduce energy consumption.

2. The Director of Communications and the Director of Data Processing have reviewed their need for uninterrupted power and they have emphasized their need for reliable power that constantly remains within the limits prescribed to operate their electronic equipment.

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OL 9 4855

SUBJECT: Uninterrupted Power System (UPS)  
(ODP-9-1667, dtd 19 November 1979)

CONCUR:

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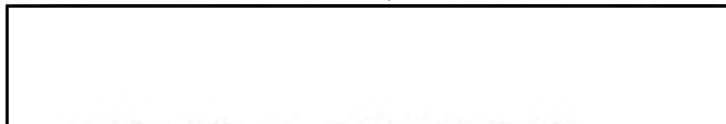
Director of Communications

11-21-79

Date

CONCUR:

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11/19/79

Date

cc: DD/A/ODP  
DD/P/ODP  
C/SPS/ODP  
C/ED/ODP  
C/OD/ODP  
C/MS/ODP  
OC Member/Agency Energy Committee  
OC/ADP Control Officer  
DDA/ADP Control Officer  
DDA/OC



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TITLE OR SUBJECT OF SUGGESTION Conservation of Energy	SUGGESTION NO. 80-70
PRESENT METHOD Personal cars are used extensively by employees for transportation between home and office. Much overtime work and irregular working hours make the use of carpools for many Agency employees impractical.	
SUGGEST That an Agency-wide poll be taken to determine how many employees would consider walking, jogging, bicycling, or a combination of hiking and canoeing from home to work and back in order to save gas. If the response is favorable, I suggest that the Agency install in this Building additional shower stalls and lockers for storage of clothes and sports gear. To help defray construction and equipment expenses, a nominal fee could be charged yearly for rental of lockers. Additional bike racks could be installed to accommodate bicyclists, if the response indicated this will be needed. To conserve on paper, the poll could be taken by each branch chief during his regular weekly meeting with his staff.	
ADVANTAGES Conservation of fuel. Improved physical health of employees through exercise.	

FORM 244  
(2-74)USE PREVIOUS  
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## SUGGESTION EVALUATION REPORT

TO: Executive Secretary  
Suggestion Awards CommitteeSUGGESTION NO.  
79-347

SUSPENSE DATE

INSTRUCTIONS: Please complete this form in detail to guide the Suggestion Awards Committee in making a final determination of the merits of this suggestion. Retain third copy.

1. ACTION RECOMMENDED ☐ ADOPT ☒ DECLINE ☐ OTHER (Specify):

2. REASONS FOR RECOMMENDATION (If more space is needed, use plain paper)

A representative of Controlled Environment Systems, Inc. met with Agency and GSA officials to demonstrate the Energy Conserving Automatic Light Output (ECALO) system. The testing was done on an overcast day in a room with windows. The ECALO system worked at maximum intensity with the blinds fully opened and fully closed. The largest cost savings occur when the ECALO system is assisted by bright daylight conditions. By the representative's own admission, the ECALO system would not be suitable for corridor lighting.

The results of this meeting indicated that while the ECALO system may prove beneficial for certain applications, it would appear to be unsuitable for mass retrofitting of an existing building such as Headquarters. Moreover, the expenditure which would be required in order to modify the numerous light fixtures in the Headquarters Building could not be justified by the energy savings to be realized.

The suggestor's concern for energy conservation is appreciated even though this suggestion must be declined.

## Distribution:

Orig &amp; 1 - ES/SAAC

① - OL/P&amp;PS

1 - OL/LSD

OL/LSD/ [redacted] (15 Nov 79)

OL 9 2929a

3. TANGIBLE FIRST-YEAR SAVINGS (Man-hours, material, equipment, etc.)

4. INTANGIBLE BENEFITS (See guide on reverse side of third copy)

5. WHAT OTHER OFFICES, DIVISIONS, ETC. MIGHT ALSO USE THIS IDEA?

DATE

Signature of evaluator (Type name and title)

Chairman, Internal Suggestion  
Awards Panel, OLFORM 244b  
2-70 USE PREVIOUS EDITIONS☐ UNCLASSIFIED☐ INTERNAL  
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Approved For Release 2003/06/20 : CIA-RDP85-00988R000500030008-7

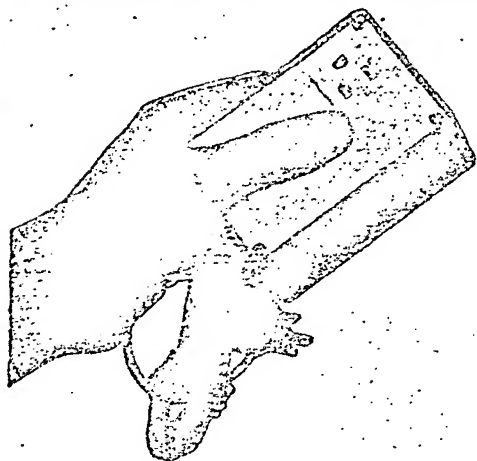
TITLE OR SUBJECT OF SUGGESTION Energy Conserving Automatic Light Output (ECALO)	SUGGESTION NO. 77-347
PRESENT METHOD <p>Fluorescent lighting systems are typically designed with 25-40% excess input energy to allow for degradation in light output due to maintenance factors and fluorescent bulb decay. Lighting systems are also designed to produce recommended illumination levels regardless of external light sources and each watt of excess lighting causes the expenditure of about one-half excess watt of air conditioning power when the air conditioning system is operating.</p>	
I SUGGEST <p>Installation in all Agency buildings of the ECALO system manufactured by CEST of Rockville, MD. The ECALO system is small and can be installed in present lighting fixtures in about 15 minutes. With ECALO added to a standard ballast it is no longer necessary to have excess starting light to accommodate maintenance and aging factors. With the ECALO system the electric arc is started at a lower level which results in immediate energy savings and correspondingly less lamp wear. In time, as the light begins to decline due to phosphor degradation, ECALO senses this decline through a light feedback sensor and advances the arc current to hold the light at the set level. Thus, the average electrical power consumed over the lamp's life span is reduced. The light sensor also automatically adjusts lamp output to allow for external light sources in maintaining the pre-set light level. Besides the obvious saving of light energy there would be a corresponding saving of cooling energy through the reduced use of the air conditioning system.</p>	
ADVANTAGES <p>Energy savings with ECALO could theoretically amount to 70% of the total power budget in large buildings. Realistically, the ECALO will average a 50% energy saving and thus pay for itself in about 2 years. Details on these figures and further economic and technical considerations are set forth in a report by CEST. An independent agency was asked to evaluate the system and concluded that CEST "has been very reasonable in their energy saving estimates."</p>	

FORM 244  
(3/76)USE PREVIOUS  
EDITIONS

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☐ SECRET☐ CONFIDENTIAL☐ ADMINISTRATIVE  
INTERNAL USE ONLY☒ UNCLASSIFIED

(47)



# NASA Hits

*A new invention by America's space agency will help all Americans save energy and make some companies very wealthy.*

Exxon has it. So does about a dozen other manufacturers. And if our hunches are correct, a new space-age product invented by NASA may not only save Americans millions of dollars but make fortunes for the companies that sell it.

The new NASA invention uses the latest space-age technology to save energy. Your refrigerator for example, is a major energy user. With this new device, your refrigerator compressor will run quieter, there will be considerably less heat generated from the motor, and it will run more efficiently saving at least 30% in energy.

The invention requires no installation. Just plug it into your outlet and plug your refrigerator into the device.

## OVER PRICED UNIT

But there's a catch. Most manufacturers sell the device for as much as \$200. Using it with your refrigerator, it will take many years before it will pay dividends. On a powerful motor, however, the device will pay for itself in a matter of months.

Manufacturers who have announced their units are selling them like hot cakes. Although you may have heard a great deal of publicity about the product, you may not have seen any advertising because most manufacturers are currently sold out.

Watch for it! We predict great success for all those associated with the product. The power-saving device invented by NASA is a big hit. It will grow in popularity and save energy and make many companies very successful.

## A SMALL COMPANY

There is one small company however, that is credited with improving the device and developing it for the consumer market. Called ERI (Electronic Relays, Inc.) the company has developed several models to service specific products such as a refrigerator, a washing machine, dishwasher, swimming pool and a typewriter.

This small company actually improved the NASA invention by adding its own refinements. ERI had a great deal of experience in solid state relays which use TRIACs and integrated circuits—two important elements in the NASA invention. A TRIAC is a bidirectional thyristor which controls AC from a single control input. TRIACs also produce a great deal of heat.

ERI's experience taught them how to control the TRIAC and its heat dissipation and thus they were able to reduce the device's cost through more efficient handling of the heat problem. They were already one of the nation's largest purchasers of TRIACs. In-

their costs were already low.

## NATIONAL PUBLICITY

They called their product, the Power Chopper and sent a sample to a national magazine for their review. In several tests, the device out-performed even the claims made by the manufacturer and the magazine ran a glowing article on their findings.

The manufacturer felt that the product might at first be misleading. Although it does save 30% on energy and in many cases up to 60%, ERI felt most consumers would expect a 30% reduction in their total electric bill—which of course the product will not do. Consumers will only get a 30% savings on the particular appliance used with the Power Chopper.

## STILL PESSIMISTIC

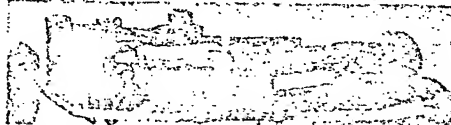
The manufacturer also felt that the product was primarily for the industrial market—restaurants with large banks of refrigerators. The consumer must wait over one year before the device would pay for itself. And finally, the manufacturer did not feel that the consumer would respond in great numbers to the article which ran in the July, 1979 edition of a popular magazine.

Well, the consumer did respond. So much so that the small manufacturer, with absolutely no marketing staff, was buried with mail. The president of ERI called JS&A to help him out.

## TEST ONE YOURSELF

We agreed to offer the Power Chopper to the consumer market for \$29.95—a major price breakthrough for the product.

Even if Exxon lowers their prices considerably, they'll never come close to the low cost of the Power Chopper. ERI's expertise with the TRIAC and JS&A's direct-to-consumer marketing, make the new NASA invention a practical power-saving accessory for every home.



*The sophisticated electronics of the Power Chopper consist of a TRIAC, two integrated circuits and several solid-state devices.*

We urge you to simply test just the refrigerator module. Order one from JS&A on a 30-day no-obligation trial. In the meantime, while you are waiting for your unit, feel the heat generated from the bottom of your refrigerator. Listen to the sound level of your compressor.

When the Power Chopper arrives, plug it in and notice how much quieter and cooler your refrigerator runs. See how much less time the compressor must run. The compressor not

only will run more efficiently but will save energy every day you use it.

## AWARD WINNER

If after 30 days you are not convinced that the Power Chopper will save you energy and money while making your refrigerator run smoother, then just unplug it and send it back for a prompt and courteous refund, including the \$2.50 postage and handling. But if you've definitely noticed the difference, you'll want to purchase more units for the remainder of your motor-based appliances.

JS&A feels that ERI's technology, their improved NASA design and their low manufacturing costs will catapult them to the forefront of those introducing the new NASA invention. ERI's Power Chopper is one of the nation's major new innovative products and just recently won the Industrial Research 100 Award.

To order your Refrigerator Power Chopper, send \$29.95 for each unit plus \$2.50 for postage and handling to JS&A Group, Inc., One JS&A Plaza, Northbrook, Illinois 60062. (Illinois residents please add 5% sales tax.) Credit card buyers may call our toll-free number below. We'll send your Refrigerator Power Chopper, one-year limited warranty and you'll be ready to save. If you wish to order additional units for other appliances at \$29.95, you may, but we suggest you test the refrigerator module first and totally convince yourself.

## GOVERNMENT REBATE

Purchase of the Power Chopper entitles you to a full 15% energy tax credit on your income tax return. It's like having the government give you a \$4.50 rebate.

JS&A is America's largest single source of space-age products—further assurance that your purchase will be backed by service for years to come.

NASA technology was responsible for the development of the integrated circuit and many other space-age products. Their latest product could not have been developed at a better time. Start saving and order a Power Chopper at no obligation, today.

**JS&A PRODUCTS**  
**THAT**  
**THINK**

Dept. SA One JS&A Plaza  
Northbrook, Ill. 60062 (312) 564-7000  
Call TOLL-FREE ..... 800 323-6400  
In Illinois Call (312) 564-7000  
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*Ken*

VANPOOL PROGRAM

14 January 1980 - 1400 Hours

Opening Statement

1. Introduction
2. Energy Statement
  - a. Shortage
  - b. Cost
  - c. Outlook
3. Director's Notes No. 50 dtd 13 Nov 1979
  - a. Endorses Carpooling and Vanpooling
4. Survey Response . *Oct Summary*
  - a. Over 600 survey forms returned indicating interest.
5. Options
  - a. Purchase
  - b. Lease
6. Speakers will address
  - a. Mr. Al Duke, Executive Director, VANGO, Inc.
    - (1) What is vanpooling.
    - (2) Advantages
    - (3) Information on success of vanpools
    - (4) Technical Information
      - (a) Requirements
      - (b) Expenses
      - (c) Etc.
    - (5) VANGO's assistance



Van Pool Program  
14 January 1980 - 1500 hrs.

Guest Speakers

Ms. Kay Stevens representing VANGO Inc.  
Senior Planner  
Montgomery Co. Department of Transportation  
Office of Transportation Planning

Mr. Lew Pratsch  
Van Pool Program Manager  
Office of Transportation Programs  
Department of Energy

Mr.   
Deputy Chief  
Logistics Services Division  
Office of Logistics

Guests that will attend program as observers

Ms. Sue Eubank  
Acting Director  
VANGO Inc.

Ms. Lois Stewart  
Administrative Assistant  
VANGO Inc.

AVAILABLE FOR ANSWERS TO QUESTIONS FROM  
AUDIENCE:

GENERAL MANAGER  
CREDIT UNION

GENERAL COUNSEL'S  
OFFICE

OFFICE OF PERSONNEL  
POLICY, PLANNING &

MANAGEMENT

Van Pool Program  
14 January 1980 - 1500 hrs.

Opening

1. Introduction
2. Energy Statement
  - A. Shortage
  - B. Cost
  - C. Outlook
3. Director's Notes No. 50 dtd 13 November 1979
  - A. Endorses car pooling and van pooling
4. Survey Response
  - A. 640 Survey Forms Returned
    1. 489 Virginia
    2. 131 Maryland
    3. 15 District of Columbia
    4. 5 West Virginia
5. Speakers will address:
  - A. Ms. Kay Stevens *Senior Planner - Montgomery Co.  
Dept of Trans off of Trans Planning  
Representing VANGU*
    1. What is van pooling?
    2. Advantages
    3. Information on success of van pools
    4. Options (brief statement)
      - a. Company Owned
      - b. Purchased
      - c. Leased

5. VANGO's Program

- a. Requirements
- b. Expenses
- c. Etc.

B. Mr. Lew Pratsch *VAN Pool mgr  
Off of Transportation Programs  
DOE*

1. Federal Governments Position

2. Purchased Vans (indepth statement) *select Exemptions  
VP Owen himself*

- a. Advantages
- b. Technical Information

3. Commercial Leasing (indepth statement)

- a. Technical Information
- b. Hertz Program

25X1

C. Mr.  *DC / LSD*

- 1. Agency Locator-System
- 2. Parking
- 3. Other pertinent information not covered by guest speakers. (See wrap-up sheet for details)

APPENDIX

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DESCRIPTION OF ELEMENTS  
RECOMMENDED FOR THE DOE  
ENERGY CONSERVATION EMPLOYEE  
AWARENESS PROGRAM

### III. EVALUATION

A successful educational and promotional program encourages and prepares employees for participation in more extensive energy conservation efforts. Therefore, it is necessary to evaluate employee response to the promotional elements and the ECEA program because such information will assist in planning the program's future emphasis.

- . Several areas of evaluation can aid in monitoring and assessing the program's effectiveness
  - Promotional materials
  - Employee "awareness"
  - Employee behavior.
- . There are several ways to measure various aspects of the program's effectiveness:
  - Comparison of the program's objective(s) with program results at selected points during its operation
  - Establishment of a selected baseline in operations for evaluating the program over time.
  - Level of participation in activities
  - Demand for materials
  - Immediate post-promotion feedback through a questionnaire or interview survey
  - Participant reaction questionnaire (pre- and post-event)
  - Panel review (see Appendix item 16).
- . The difficulties involved in accurately evaluating the program's effectiveness should be understood
  - Employee response is difficult to assess. Responses need to be quantified
  - Statistical analyses can be time consuming and costly

- Interpretation of results is subjective. Although employee response provides some measure of the program's effectiveness, it does not tell why a certain aspect of the program had this affect
- Events which are external to the organization are not controllable, but can have a significant impact on the ECEA program's effectiveness.

Considering the issues described above, an evaluation of the program's effectiveness should be made at two points during the program's operations.

- . A questionnaire should be sent to a random sample of employees during the comprehension phase. The questionnaire should require the employees to respond to a series of open and closed questions associated with the energy situation, such as the identification of key energy terms.
- . During the behavior phase, a questionnaire survey should be sent to the same sample of employees to determine what activities they have participated in, undertaken, or suggested to conserve energy.

Additional measures to evaluate the program's effectiveness should include:

- . Participation at energy conservation activities should be monitored. A brief interview with as many employees as possible should be held to determine their reaction to the event.
- . A panel review, included as a promotional element, can also serve to provide immediate feedback on the employees' reaction to promotional material viewed or discussed during this session.

The degree to which all employees adopt the conservation ethic cannot be established at this point. This will be dependent on the overall objectives established in the energy conservation plan at each facility. The following issues pertaining to the planning phase of the program will have a significant impact on the program's effectiveness:

- . Setting of realistic objectives
- . Operational commitments restricting or enhancing the program
- . Availability of funds and other resources
- . Employees available for key positions
- . Management support.

The success of the ECEA program is dependent on employee participation. DOE must recognize the diverse nature of its employees. Understanding the factors influencing attitude change, employee behavior, and motivation in their organizations is a key ingredient to the potential effectiveness of the program in promoting a conservation ethic. Because behavior change is an ongoing, long-term effort, dramatic short-term results should not be expected. Conservation efforts in the federal sector can be achieved, but must take place gradually if they are to have the desired long-range impact which is necessary for energy conservation. The program contained in this report and developed for DOE includes the essential elements for an effective and successful ECEA program.

I. INTRODUCTION AND SUMMARY



T A B L E   O F   C O N T E N T S

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APPENDIX - Description of Elements Recommended for the DOE Energy Conservation Employee Awareness Program	

DR

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# **GUIDELINES FOR AN ENERGY CONSERVATION EMPLOYEE AWARENESS PROGRAM**

**AT THE DEPARTMENT OF ENERGY**



**MARCH 1979**

APPENDIX

ELEMENTS OF THE ENERGY CONSERVATION EMPLOYEE AWARENESS PROGRAM

The following elements, listed in alphabetical order, can be used in the Energy Conservation Employee Awareness Program for the Department of Energy.

(1) Awareness Week

The Energy Awareness Week is the integrating element of the Awareness phase of the ECEA program. The purpose of this week is to:

- . Encourage employee-wide participation in energy awareness activities
- . Show employees the support of top management for the energy awareness program and conservation in particular
- . Introduce employees to the idea of a concerted effort toward reaching an energy conservation ethic.

The activities of the week should be designed to reach as many employees as possible and to maximize individual participation and enjoyment.

The Energy Awareness Week need not be a week in length if the conditions at the local facility indicate otherwise. It can run from a day in length to a two week period; but if it concentrates in one day, the materials used during the "Energy Awareness Day" (such as posters) should be left up at least one week so that every employee can see and react to them. All the elements of the Awareness phase are to be used as part of and in support of the Energy Awareness Week.

(2) Booklets

*Cred. + union*

Booklets, pamphlets, and brochures should be used as a method to provide more detail on the subjects covered in each phase. They, also, are useful because they can be taken home and studied or acted upon later. These items should never "just appear on everyone's desk some morning;

rather, they should be accompanied by a cover memorandum from the energy conservation committee which explains its relevance and importance.

(3) Calendars and Desk Tents

Calendars and desk tents should both be used as office reminders to conserve energy. Desk tents (pieces of heavy paper folded so as to stand up on a desk or table) are designed to last between a month and a year. Therefore, the message on the calendar should be general enough to be relevant to the respective time frame of the calendar's existence.

(4) Car Pooling and Van Pooling

Car pooling and van pooling should be encouraged at each facility as part of the ECEA program. Federal guidelines and procedures for the promotion and operation of car pools and van pools should be followed.

(5) Conservation Checklist

An energy conservation checklist, used in conjunction with the energy monitors, is a means by which it can be determined what energy conserving techniques and actions actually are occurring at a facility. The checklist contains a listing of all items at the facility that should be turned off or closed when not in use, such as office lights, air conditioners, machinery, etc. Offenders (nonconservers) will have a conservation reminder sticker placed by their desk, station, or switch. The checklist can also be circulated to all employees, with a cover memorandum, so that they can be made aware of the monitoring process and so that they will also have some additional ideas on how to conserve energy.

(6) Commuter Computer

A "commuter computer" provides drivers with an analysis of their driving habits and how they can drive using less gas. A small computer with a keyboard input is needed. The computer types out several questions which the employee answers. The computer then prints the analysis. This is most effective if the employee can then receive a typed

*ODP Terminal where do we get Program.*

printout of the computer's questions, his/her answers, and the analysis. This "commuter computer" can be used as a display or in an energy fair or trailer.

(7) Competitive Contests

There are various competitive contests, at both the individual and group level, that can be used to bring attention to the need to conserve and to provide incentives (prizes) for those who actually do conserve. Used in conjunction with the energy monitors, contests can even be run for things as simple as whether office lights are being turned off at night. If the local facility includes two or more buildings, a contest can also be run comparing this year's (or month's) energy use compared to last year's (or this month's last year). Competitive contests can also be extended to include energy conserving activities in the home.

(8) Displays

Displays should be designed and developed at each facility, utilizing local talent and supplies, to support the theme of each phase. Displays should attract the attention of the passerby and, hopefully, invite the viewer into some form of activity (such as pushing a button or watching a video tape). Displays can also serve as a focal point around which are placed pamphlets and brochures. During periods of high traffic past the display, it is desirable to have the display manned by someone who can provide additional information and answer questions.

(9) Fairs

Energy fairs should serve to integrate other elements (such as displays, posters, commuter computers, video tapes, etc.) behind a common theme and at one particular location (hopefully a high traffic area so that the greatest number of employees will attend). The fair can serve as a means by which broad employee participation can be encouraged and displayed.

(10) Films, Slides, and Video Tapes

Films, slides, and video tapes should be used as a method to provide employees with a graphic and more detailed exposure to the theme of each phase. The films will be available from the DOE headquarters and a list will be provided that shows which films are applicable to each phase (each facility will also be encouraged to develop their own films or obtain relevant films from other sources). Films should be shown continuously during office hours—each film should run for at least a day and, at most, two days. As a DOE-sponsored film and program, employees should know that it is conducted on department, not personal, time. They should not be urged to attend it during lunch or coffee break periods (although the film should be available for viewing during those periods). Provisions should be made for those who miss the films to see them at another time.

(11) Home Energy Survey

A home energy survey provides each employee with the opportunity to fill out the details of his/her home (size, heating and cooling system, insulation, etc.) and follow a simple procedure to determine how to make the home more energy efficient. The central clearinghouse will provide a booklet which walks the reader through a simple home energy survey. Computerized surveys, for which the employee provides the input data about his/her home, are also available for a small charge per survey (between 50¢ and \$2.00) from several companies around the country.

(12) "Hot Line"

A telephone "hot line" can be used to answer specific questions about energy and energy conservation. The "hot line" number can be a special number with knowledgeable employees selected to answer the phone, or it can merely be the regular office telephone number of the energy conservation coordinator. It is also possible to publicize an "energy information-of-the-day number" which would have a pre-recorded energy message or tip.

(13) Incentive Thermometers

Incentive thermometers measure the success of an organization or facility in reaching a goal (these "thermometers" are often used by the United Way or school fund drives, for example). The incentive thermometers can be used in conjunction with the suggestion contests to show, for example, the percentage of participating employees (with the goal being 100% of the employees submitting at least one energy conservation suggestion).

(14) Lectures

Lectures should be used to supplement materials and information that is disseminated through other sources in the ECEA program. Local experts can be used to deliver these lectures—both in-house and from the local community (especially universities). As lectures are normally only delivered once at a facility, they should be offered at a time when as many employees as possible will be able to attend.

(15) Newspaper and Magazine Articles

Newspaper and magazine articles can be used as local conditions permit. If the local facility has an in-house newspaper or magazine, articles can be developed, following the appropriate message to be imparted in the phase, for inclusion. Articles relevant to the various phases of the ECEA program abound. Examples of such articles will be held at DOE headquarters, but they will not be disseminated as part of the information packet because they become dated too quickly. Such articles should be developed or obtained locally.

Local newspapers and magazines (both in-house DOE and community) can contain announcements of such events as the Awareness Week or film times and locations.

Eventually, it is hoped, the Energy Insider, or a similar DOE-wide regular publication, can be used for ECEA program-related articles.

(16) Panel Reviews

Panel reviews can analyze new materials (films, posters, booklets, etc.) and evaluate elements already being used in the ECEA program as a feedback mechanism. Such panels would review the materials for relevance to the local facility, interest, need, and any other important factors. The panels should be comprised of employees from all levels (management and staff) and functional areas (personnel, engineering, etc.) and should be between five and ten in number. Although the review panels can change for each item or group of items analyzed, the panel should be made aware of the need for materials and the various relevant phases of the program.

(17) Poster Contests ✓

Poster contests should be used as a means of involving employees in the program and as a method of producing local material. Poster contests can be run in a manner similar to that of the Suggestion Contests.

(18) Posters ✓

Posters should communicate the message of each phase both pictorially and in writing. The posters should be used for two purposes:

- . To announce events (such as the beginning of the Awareness Week and/or the times and locations of film presentations)
- . To impress the viewer with the importance of the message of each phase.

The first type of poster will have to be produced locally, as it is facility and time-specific. Samples will be provided by headquarters and in the manual. The second type of poster will be available centrally in the quantities needed by the local facility, although each facility is encouraged to develop their own posters. Posters are to be placed (during each phase) in all allowable and useable locations, including all bulletin boards.



(19) Press and Public Affairs Releases

Internal press and public affairs releases can be released inside DOE only after being released to the outside media. These releases can be used in a similar manner to pamphlets and brochures. A listing of available releases will be provided by headquarters.

External press and public affairs releases should be circulated to the local community news media announcing the Energy Conservation Employee Awareness Program. Such a release and its subsequent appearance in the news will help to make the program more successful within the facility as well as inform the public of the energy conservation activities taking place within DOE.

(20) Radio and Television Spots

Radio and television spots should be used to gain free advertising for the ECEA program. Many stations will offer public service announcements. If an event, such as the Awareness Week or an energy film presentation, can be announced on the radio or television, it not only serves as a reminder to DOE employees who hear or see the broadcast, but it also provides a greater public awareness of the efforts that DOE is taking in promoting energy conservation.

Radio and television advertisements can also be developed for local broadcast.

(21) Specialty Items

Specialty items, such as key chains, pens, and coffee mugs should be used as motivational or incentive items. Each of these items would have an energy-conservation-related message printed on them as reminders to conserve. They can be used in conjunction with the suggestion contests as prizes or rewards for all those who submit energy conservation suggestions, whether or not the suggestions actually win the contest.

(22) Stickers

Small stickers can be used to communicate a simple message or idea. They are particularly effective as a reminder at the point of usage, departure, or high

visibility (phones, doors, file cabinets, or wherever else they are allowed). Although several stickers should be available from headquarters, they can also be developed locally.

(23) Suggestion Contest

The suggestion contest should reward employees who submit the best energy-saving suggestions for both on-the-job or at home. There are many types of prizes: a specified cash amount or savings bond, a percentage (normally 10%) of the dollar savings in the first year of implementation of the suggestion if it saves energy on-the-job, a small household appliance or article, and a commendation from the organization and public mention in the newspaper of the award.

There are many ways to run a suggestion program. One way is the following: Announce the program, including contest details, awards, and eligibility requirements in a series of posters which invite employees to submit suggestions during a specified period (normally two weeks). Allow entries on any standard size (e.g., 8 1/2 x 11") paper—if a form needs to be obtained by the employees in order to enter the contest, participation and response will tend to be lower because one more step is involved. At the close of the two-week entry period, the suggestions should be evaluated by the energy conservation committee or a pre-chosen group of contest judges. Judges should rate each entry (excellent, very good, good, average, below average, and poor) in four separate categories: uniqueness, clarity and completeness, practicality, and potential energy savings. Scoring would be weighted in favor of the last two categories because of their greater relative importance. Winners would be determined by the numerical scores received by each entry.

(24) Trailer

An energy trailer would be developed by DOE headquarters and would tour DOE facilities and other organizations and communities. One or more trailers could be developed around separate themes and scheduling might enable the relevant trailer to tour a facility during the proper phase. In most cases, however, the trailer would be a reinforcing element of the behavioral phase.

II. DOE ENERGY CONSERVATION EMPLOYEE AWARENESS PROGRAM

## I. INTRODUCTION AND SUMMARY

This report presents a program for the design, development, implementation, and evaluation of the Energy Conservation Employee Awareness (ECEA) program at the U.S. Department of Energy (DOE). The program contained in this report is the result of discussions with a variety of organizations about their ECEA programs and of research in the fields of energy conservation and employee behavior. The program represents a synthesis of the factors, identified by the organizations surveyed and in our research, which have had and should have the greatest impact on the success of the ECEA program. The program in this report is directed toward encouraging employees, through various promotional activities, to conserve energy both on-the-job and at home.

The emphasis on energy conservation assumes that there is the potential to reduce energy consumption through more efficient operations, procedures, and practices in organizations. This potential has been demonstrated by employees in other organizations. For example, in one 3M Company plant, employee energy conservation activities reduced energy use for a total annual cost savings of \$50,000. Also, in the Canadian government, a suggestion by an employee in the Department of Public Works, to eliminate the use of a certain memo pad, resulted in an energy and monetary savings of \$110,000 a year. Significant savings have been achieved in several other organizations through the efforts of their employees. This leads us to conclude that the recommended ECEA program should contribute to reducing the amount of energy wasted in DOE facilities.

The first phase in the process of developing a DOE-wide ECEA program was to survey a variety of government and non-government organizations about their ECEA programs. While focusing upon large organizations whose programs contained elements that have potential for use at DOE and its facilities, the survey contained information from a variety of sources:

- . Discussions with officials at DOE who have been involved with developing employee awareness of energy conservation
- . Discussions with federal and state government officials whose agencies/offices have had or presently have ECEA programs
- . Discussions with management and employees at private and nonprofit organizations that have had or presently have ECEA programs.

The key concepts derived from the survey of existing ECEA programs were that:

- . A complete overall plan, including objectives, strategy, and milestones, should be established at the outset of the program
- . There should be a specified organizational approach for the proper planning, implementation, coordination, and control of the program
- . A variety of media and promotional elements are needed to encourage individual employee participation
- . A means of monitoring the effectiveness of different program elements and employee responses is needed.

These concepts have been incorporated into the program contained in this report.

The ECEA program for DOE is also based on several approaches in the field of employee behavior, motivation, and marketing. It was found that behavior change requires:

- . Continued exposure to the problem on the part of the individual
- . Long-term commitment of the organization
- . A sequential series of phases with subtly changing messages.

The conceptual strategy for the DOE ECEA program is based on the following five behavioral change phases identified in employee motivation and marketing experience. Similar strategies have been utilized in other programs for designing a logical, sequential, and integrated framework for realizing behavioral change. Such is the objective of the ECEA program. Each of these phases communicates a specific message to the employees.

Phase	Message	Time Frame
Awareness	Present the overall energy problem and the need for conservation	2 to 3 weeks
Comprehension	Emphasize the individual's energy consumption habits and patterns, and the resulting personal responsibility to conserve	2 to 3 weeks
Preference	Present individual options and ideas for conserving energy	4 to 8 weeks
Intention	Show and provide the information on how to conserve	2 to 4 weeks
Behavior	Emphasize action and participation in energy conservation activities	Ongoing (maintenance)

There is also a planning phase, from 3 to 5 weeks in length, which precedes the awareness phase.

The ECEA program for DOE is designed so that each successive phase reinforces the messages of the previous phase(s) and prepares for the following phase(s). This integrated approach provides a logical progression from awareness of the energy situation to behavioral action to conserve, utilizing the elements and ideas indicated by the survey of existing ECEA programs.

The balance of this report is divided into the following major sections:

- . Chapter II provides recommendations relative to a DOE Energy Conservation Employee Awareness Program
  - Objectives and Strategy
  - Program Implementation
    - . Planning
    - . Awareness
    - . Comprehension
    - . Preference
    - . Intention
    - . Behavior
  - Material Availability and Development
- . Chapter III discusses Evaluation of the Program
- . The Appendix describes the Elements of the ECEA Program.

### III. EVALUATION



## II. DOE ENERGY CONSERVATION EMPLOYEE AWARENESS PROGRAM

This chapter presents the energy conservation employee awareness program for DOE. This chapter is divided into three parts:

- . Objectives and Strategy
- . Program Implementation
- . Material Availability and Development.

### 1. OBJECTIVES AND STRATEGY

This program assumes that there are three major barriers to improved energy conservation behavior at the Department of Energy:

- . Many DOE employees feel that their particular job does not have a significant impact on the national energy problem. More employees need to be made aware of the value of a combined effort—if everyone conserves a little, then we all have saved a lot.
- . Although many DOE employees know of several ways to conserve energy, most are not aware of the full range of energy conservation activities available for their use.
- . Although many DOE employees occasionally act in an energy-conserving manner or save energy when reminded, for most employees such behavior is not yet internalized or a habit.

The objectives and strategy for the ECEA Program at DOE addresses those three problems.

The objectives of the ECEA program are to promote energy conservation awareness and to foster an energy conservation ethic among DOE and operating contractor's employees. The intent of the program is to foster an energy conservation philosophy that will in turn motivate operating engineers, vehicular maintenance personnel, and all other DOE employees to seek energy conservation both on-the-job and at home.

The strategy for implementing the DOE ECEA program involves the decentralized utilization of communication and motivational elements in a coordinated program based on consumer and employee behavior theory. Each DOE facility will be provided with materials, guidance, and an implementation handbook for running an ECEA program. Using those materials, each facility should design and implement an ECEA program that meets local needs.

Several concepts are essential to the strategy and design of the DOE ECEA program.

- . Five phases, identified in employee behavior, motivation, and marketing theory and programs, provide a simple and practical framework for implementing various promotional elements in the ECEA program.
- . Each phase communicates a unique message through selected promotional activities and materials. Various promotional elements exist in all phases to provide continuity to the ECEA program.
- . The program is organized so that each successive phase augments and reinforces the message communicated in the previous and following phases. This integrated approach provides a logical progression from awareness of the energy problem to behavioral action to conserve.

Additional strategic elements were considered in developing the DOE ECEA program.

- . The repetition of a central theme is desirable because it provides continuity, identification, publicity, and differentiation from other DOE programs. The recommended theme should relate the potential personal savings realizable through individual actions in conserving energy.
- . The message communicated should attempt to allay fears that energy conservation will result in major personal or job-related discomforts. The purpose of energy conservation is to maintain and even enhance individual lifestyles, over time, by promoting personal savings.

- . Maximum use of existing energy conservation resources should be made (e.g., brochures, films, and posters). Energy conservation should also be included in new employee orientation and training sessions.
- . The promotional materials developed and utilized should provide the maximum possible flexibility for implementation. Each location must be able to adapt any or all of the materials to the needs and activities of their own facility. Materials which are not listed in a specific phase can still be used if they satisfy local needs. It should also be noted that certain elements, such as posters and newspaper articles, appear in each of the behavioral phases of the program. Such elements contain a different message and are used in different ways, at each point, in the program.

\* \* \* \*

Energy conservation efforts in the Federal sector must take place gradually, using existing resources and systems, if they are to have the desired long-term effect. Additionally, behavioral research has found that changes in employee attitudes and behavior evolve over the long term. The strategy for the DOE ECEA program includes these considerations.

## 2. PROGRAM IMPLEMENTATION

The ECEA program at DOE is presented in accordance with five behavior change phases, preceded by a planning phase. In the following sections each phase is described in terms of its purpose, message communicated, time frame for implementation, activities included, and its association with the other phases (Exhibit 1, at the end of this section, provides an implementation schedule for the ECEA program).

### (1) Planning

- . Purpose: The purpose of the planning phase is to establish the organizational structure for planning, coordinating, controlling, and monitoring effectively the program's progress. This phase is divided into two separate stages. The first, taking place at DOE headquarters, includes the formation of the overall program coordinating mechanisms. The second stage, occurring after completion of the first, takes place at the local unit level and involves planning for the actual implementation of the program.
- . Message: There is no message to be communicated to the employees during this phase.
- . Time Frame: The recommended time frame for establishing the organizational framework of the ECEA program at both DOE headquarters and locally is from three to five weeks total.
- . Activities: The following activities are recommended during the planning phase at DOE headquarters:
  - Appointment of an energy conservation coordinator, responsible for the planning and oversight of the DOE-wide ECEA program. The coordinator should be a senior official from the Office of Construction and Facility Management (Administration),

who can give the program the level of attention needed to show top management's support. This official can delegate responsibility, as needed, to his/her staff in carrying out the coordinator's role. His/her responsibilities should include coordinating the selection of energy conservation coordinators and committees at each facility, assuring that the local programs conform with the overall DOE program objectives, and manage the central energy information clearinghouse (described below). The energy conservation coordinator at DOE headquarters should also communicate, on a regular basis, with coordinators at each facility and provide assistance when needed.

- Establishment of an Energy Conservation Advisory Committee to provide support and policy to the energy conservation coordinator in the functions he/she is to perform. The recommended number of members of this committee is from four to seven middle- and upper-management-level personnel, representing as diverse a group as possible (technical, policy, regulatory, administrative, etc.). This committee should meet frequently during the institution of the ECEA program at DOE. Thereafter, it should meet when necessary and at least twice each year.
- Establishment of a central energy information clearinghouse/library. This component will maintain a current inventory of existing promotional materials available for and at all locations. Material developed at a local facility should be kept on file in the clearinghouse and notification of its existence circulated to each facility.
- A workshop/training program should be provided by DOE headquarters for all energy conservation coordinators to aid in the development and operation of the

ECEA program for their respective locations. Such a workshop should provide a forum for exchanging information and ideas, and should enable the headquarters energy conservation coordinator and committee to review the implementation manual with the local coordinators. To demonstrate the commitment of top management to the success of the ECEA program, it is suggested that, if possible the Under Secretary of DOE "kick off" the workshop/training program.

The following activities are recommended during the planning phase at each local facility:

- Appointment of energy conservation coordinators, at all facilities, responsible for the oversight and planning of the local ECEA program. The coordinators ideally should be senior officials from the administrative management staff and have some management experience in information dissemination and energy conservation. The coordinators should be aware of the time and effort required of them during the program's planning and early implementation phases. They should have the authority to act when needed and should command the respect of employees at their facilities. Their responsibilities include coordinating the selection of the local energy conservation committee and assuring that the local ECEA program achieves DOE-wide and local objectives. Each coordinator is also responsible for communicating with the energy conservation coordinator at DOE headquarters.
- Establishment of an energy conservation committee at each facility to advise and support the local energy conservation coordinator. The recommended number of members on these committees is from four to seven employees. The membership should represent as diverse a group

as possible (engineering, personnel, secretarial staff, etc.). Member's terms should be staggered to provide continuity to the program and to encourage greater participation among all employees. The frequency, location, and purpose of meetings should be determined according to local needs, but meetings will, of necessity, be frequent during the planning and early implementation phases of the program. Because the reporting and coordinating functions of the organizational structure provide for some overlap, DOE headquarters' guidance should stress the importance of communications between facilities in determining the optimal structure for each location.

- Selection of energy conservation monitors to provide information to the local coordinator and committee on the program's progress. These monitors should be selected by the local energy conservation committee so that major functional or departmental components are covered. The monitor's primary role is to provide feedback to the local coordinator and committee on the program's progress and to serve as a communication link between the employees and the organizational components established to implement and maintain the ECEA program.
- Committees will be responsible for developing the energy conservation plan (objectives, milestones, and strategy) for their respective locations. A pre-packaged promotional materials kit will be provided by DOE headquarters, but additional materials, available from DOE headquarters or obtained through local resources, should be utilized to meet local needs. Materials should be requested at an early point during the program's operation to ensure delivery and utilization when needed.

The planning phase provides the basic framework for organizing and developing the ECEA program at each location. This phase is important to implement and control effectively the ECEA program.

(2) Awareness

- . Purpose: The awareness phase introduces employees to the energy issue as it exists on a national level and at DOE. Employees should be exposed, during this phase, to the facts dealing with the energy situation and energy conservation. Little, if any, emphasis should be put on employee awareness of the existence of an ECEA program at DOE.
- . Message: The message and intent of this phase should be to develop a recognition of the energy problem as it exists on a national level and at DOE (for example, "The energy crisis didn't end in 1974").
- . Time Frame: The recommended time frame for the awareness phase is from 2 to 3 weeks.
- . Activities: The recommended media and promotional elements, described in detail in the Appendix, for this phase include:
  - Awareness week
  - Posters
  - Films
  - Booklets
  - News and magazine articles
  - Internal press and public affairs releases
  - Stickers
  - Displays
  - Lectures
  - Specialty items
  - Fair (local)
  - Trailer (DOE-wide)
  - Calendar/desk tent
  - Radio and TV spots.

At the beginning of this phase a letter from top management, stressing their commitment towards energy conservation efforts, should be sent to all employees.



An energy awareness "kick-off" week should be held to start the program. This event should serve to promote current and future energy conservation activities as well as to publicize past and present accomplishments. External media coverage should be encouraged. Eventually, this should become an annual observance.

The awareness phase is an important aspect of the ECEA program. Because the program's support requires individual participation to be effective, the facts presented should lay the foundation for evolution into the next phase.

(3) Comprehension

- . Purpose: The comprehension phase describes the activities associated with individual perception of the energy issue and how the individual's consumption patterns and habits relate to his/her environment. This phase emphasizes individual responsibility in energy conservation.
- . Message: The message will describe individual consumption of energy both at work and at home (for example, "Conserve energy. It's part of our job" and "Conservation is never having to say you're wasting").
- . Time Frame: The recommended time frame for the comprehensive phase is from 2 to 3 weeks.
- . Activities: The recommended media and promotional elements, described in detail in the Appendix, for this phase include:
  - Posters
  - Films
  - Booklets
  - News and magazine articles
  - Internal press and public affairs releases
  - Incentive thermometer
  - Calendar/desk tents
  - Radio and TV spots.

The comprehension phase is an important link between the awareness and preference phases. The messages in this phase reinforce the energy situation communicated in the awareness phase and smooth the transition into the preference phase by emphasizing the individual's responsibility in conserving energy.

(4) Preference

- . Purpose: The preference phase presents individual options and ideas for conserving energy both at work and at home. It will stress that there are a number of energy-conserving activities each employee can undertake.
- . Message: The messages communicated will emphasize individual contributions toward energy conservation (for example, "Make the most of your energy dollars in home heating and cooling" and "Some lights we always need and some we can do without").
- . Time Frame: The recommended time frame for the preference phase is from 4 to 8 weeks.
- . Activities: The recommended media and promotional activities, described in detail in the Appendix, for this phase include:
  - Posters
  - Booklets
  - Suggestion content
  - News and magazine articles
  - Internal press and public affairs releases
  - Home energy survey
  - Poster content
  - Competitive contest
  - Fair
  - Commuter computer
  - Calendar/desk tent.

Having established, during the immediately prior comprehension phase, that each individual is responsible for energy conservation both at home and at work, the preference phase shows that DOE employees can conserve energy in most of their activities. Providing the DOE employees with the specifics about "how to" conserve prepares for the next phase.

(5) Intention

- . Purpose: The intention phase involves linking the energy conservation alternatives presented with a desire to participate. Having brought the employees through the preference phase, wherein they realize that conservation is needed and that it is possible to conserve energy at home and at work, the intention phase should present specific measures that can be taken.
- . Message: The message will focus on action, now, by providing information on "how to" support energy conservation activities (for example, "Turn out the lights" and "55 saves lives, fuel, and dollars").
- . Time Frame: The recommended time frame for the intention phase is from 2 to 4 weeks.
- . Activities: The recommended media and promotional elements, described in detail in the Appendix, for this phase include:
  - Booklets
  - Posters
  - Stickers/decals
  - Suggestion contest
  - News and magazine articles
  - Internal press and public affairs releases
  - Home energy survey
  - Seminar
  - Lecture
  - "Hotline"
  - Displays
  - Fair
  - Commuter computer
  - Trailer
  - Calendar/desk tent.

Changing people's attitudes is not an easy task. Changing their behavior is even more difficult. The lack of knowledge on approaches to conserve energy is the primary inhibitor to effective action. This void is addressed in the intention phase. Having presented the alternatives to energy-wasting behavior, it is necessary to reinforce the messages of the previous phases, reiterate the organization's commitment, and promote a feeling of individual responsibility and a desire for action towards energy conservation. This leads us into the next phase.

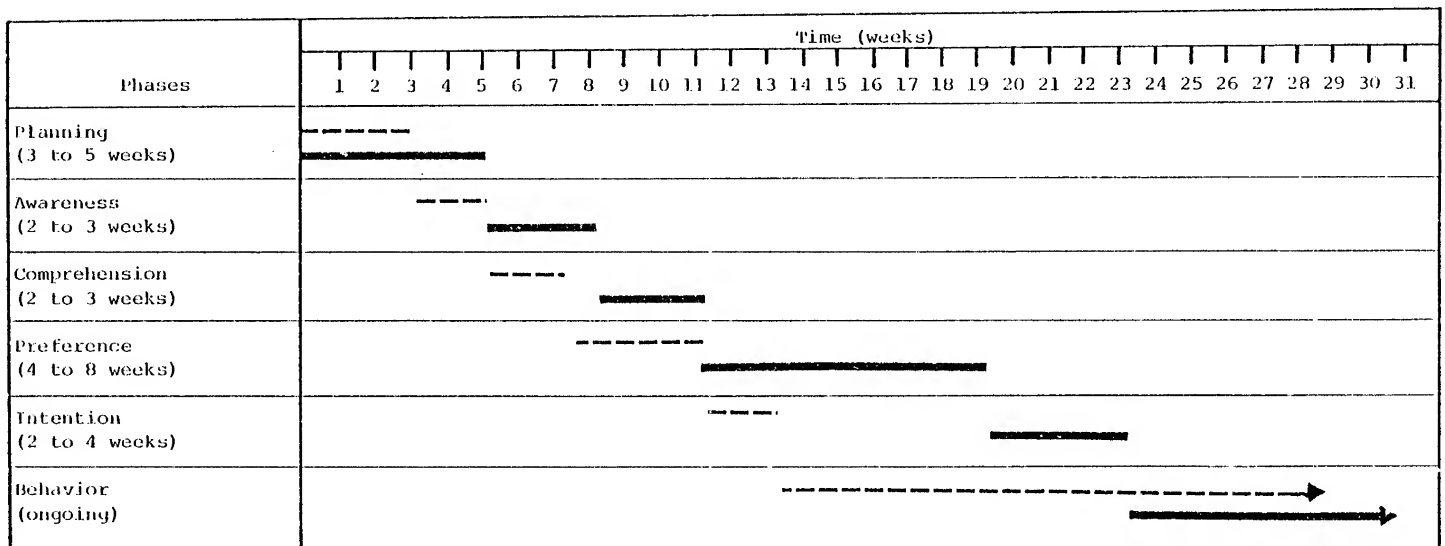
(6) Behavior

- . Purpose: The behavior phase involves reinforcement and encouragement of energy conservation behavior. This phase will hopefully cause an employee's energy conservation attitude, developed in prior phases, to change into actual behavior consistent with the conservation concept.
- . Message: The message communicated to DOE employees will emphasize participation in energy conservation activities (for example, "Spend the summer in your neighbor's [car] pool").
- . Time Frame: This phase begins at the end of the intention phase and is ongoing.
- . Activities: The recommended media and promotional elements, described in detail in the Appendix, for this phase include:
  - Posters
  - News and magazine articles
  - Booklets
  - Films
  - Panel review
  - Stickers/decals
  - Conservation checklist
  - Internal and external press and public affairs releases
  - Competitive contest
  - Seminar
  - Poster contest
  - Specialty items
  - "Hotline"
  - Incentive thermometer

- Radio and TV spots
- Trailer
- Car/vanpooling
- Calendar/desk tent.

The behavioral phase is an ongoing aspect of the ECEA program. Various activities will be required to encourage employee participation in energy conservation. Because it is the most difficult change taking place in the decisionmaking process, peer pressure, agency encouragement, and time are required to change, successfully, employee behavior. Accomplishments of employees should be publicized to illustrate to others that individuals can contribute towards energy conservation. Behavioral change requires a continued exposure to the problem on the part of the individual and requires the long-term commitment of the organization.

EXHIBIT 1  
Implementation Schedule for the DOE ECEA Program  
(potential range of the recommended time frames)



----- Minimum  
===== Maximum

3. MATERIAL AVAILABILITY AND DEVELOPMENT

Most of the ECEA program materials have been identified from the information collected during the survey of existing ECEA programs. The organizations surveyed have been very cooperative in granting permission for the use of their materials, so long as proper credit is given. It is therefore anticipated that most of the elements to be used in the DOE ECEA program will come from those organizations. Additionally, material developed by DOE which has not yet had general circulation among DOE employees will be used.

The following exhibit (Exhibit 2) contains a matrix of the five behavioral phases of the program. The elements are listed for each phase in priority order (that is, if only certain elements can be used because of limited resources by a particular local DOE facility, those at the top of each cell in the matrix should be used before those items listed at the bottom of each cell). The elements are mutually supportive both within each phase and across phases. It should also be noted that some items, such as posters and booklets, appear in all phases. Such elements which appear in more than one phase are not used identically throughout the program: their design and the message they carry will change according to phase. It is also not necessary to use every item which is listed in a particular cell.

The elements listed in Exhibit 2 represent the suggested level of effort for the DOE ECEA Program. Other elements can be used by each facility as local needs dictate. Additional elements have been listed for each phase in the preceding section (Section 2).

EXHIBIT 2

Promo Approved For Release 2003/06/20 : CIA-RDP85-00988R000500030008-7

PROMOTIONAL ELEMENTS

AWARENESS

AWARENESS WEEK  
POSTERS  
FILMS  
BOOKLETS  
NEWS & MAGAZINE ARTICLES  
PRESS & PUBLIC AFFAIRS RELEASE  
(INTERNAL)

COMPREHENSION

POSTERS  
FILMS  
BOOKLETS  
NEWS & MAGAZINE ARTICLES  
PRESS & PUBLIC AFFAIRS RELEASE  
(INTERNAL)

PREFERENCE

POSTERS  
BOOKLETS  
SUGGESTION CONTEST  
NEWS & MAGAZINE ARTICLES  
PRESS & PUBLIC AFFAIRS RELEASE  
(INTERNAL)

INTENTION

BOOKLETS  
POSTERS  
STICKERS/DECALS  
SUGGESTION CONTEST  
NEWS & MAGAZINE ARTICLES  
PRESS & PUBLIC AFFAIRS RELEASE  
(INTERNAL)

BEHAVIOR

POSTERS  
NEWS & MAGAZINE ARTICLES  
BOOKLETS  
FILMS  
PANEL REVIEW  
STICKERS/DECALS  
ENERGY CONSERVATION CHECKLIST  
PRESS & PUBLIC AFFAIRS RELEASE  
(INTERNAL AND EXTERNAL)  
COMPETITIVE CONTEST



**CONFIDENTIAL**

D/L

18 FEB 1981

MEMORANDUM FOR: All Agency Energy Committee Members

FROM: James H. McDonald  
Director of Logistics

SUBJECT: Agency Energy Committee Meeting  
25 February 1981 [ ]

25X1

1. I have scheduled a meeting of the Energy Committee between 10 and 11 a.m., 25 February 1981, in Room [ ] Building. [ ]

25X1

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2. Attached is a copy of the agenda. Our plan is to present a synopsis of each item on the agenda and thereby provide a summary of our efforts and performance over the past year in managing energy consumption. Conservation directives, reporting requirements, and future plans for energy conservation will be covered. [ ]

25X1

3. Please contact [ ] if you would like to add any topics or need additional information. [ ]

25X1

25X1

[ ]

25X1

James H. McDonald

Attachment:  
Agenda

Distribution:

Orig - Each Member (List attached)

1 - OL/P&PS Official w/att

1 - OL/P&PS Chrono w/o att

1 - D/L Chrono w/att

1 - OL Files w/o att

1 - *D/L Energy file*

OL/P&PS: [ ] (18 Feb 81)

25X1

25X1

[ ]

OL 1 0636

**WARNING NOTICE**  
INTELLIGENCE SOURCES  
AND METHODS INVOLVED

**CONFIDENTIAL**

ATTACHMENT TO OL 1 0636

AGENDA

*PD Perkins*

I. AGENCY 10-YEAR ENERGY MANAGEMENT PROGRAM

*D/L* II. EMPLOYEE AWARENESS PROGRAM

A. EMPLOYEE BULLETINS

B. PAMPHLETS AND POSTERS

C. CARPOOL LOCATOR BOARDS

D. PUBLICIZED NATIONAL ENERGY CONSERVATION DAYS

(PRESIDENTIAL PROCLAMATION 4753 OF 28 APRIL 1980)

*MAO/OL* III. GASOLIN IN FEDERAL MOTOR VEHICLES

*OL* IV. FEDERAL FACILITY RIDESHARING PROGRAM

*9,11* V. FEDERAL SHUTTLE VEHICLE SERVICES

*D/L* VI. TRAINING FEDERAL EMPLOYEES IN FUEL-EFFICIENT DRIVING TECHNIQUES

*Done* VII. PROCUREMENT AND RENTAL OF ENERGY-EFFICIENT COMPUTER EQUIPMENT

*Done* VIII. EMPLOYEE SUGGESTIONS

A. NO. 80-211 - WINDOW SHUTTERS

B. USE OF COMPUTER ROOM HEAT TO WARM DOMESTIC WATER

IX. GSA-LEASED VEHICLE PROGRAM

X. QUARTERLY REPORTING OF VEHICLE MILEAGE AND FUEL CONSUMPTION

*25X1* XI.  - INCORPORATED ENERGY CONSERVATION MEASURES \*

XII. INSTALLATION OF SMALL BOILER IN POWER PLANT, - OPERATIONAL

XIII. ESTIMATED ENERGY SAVINGS BY SECURING DOMESTIC HOT WATER SERVICE HEADQUARTERS BUILDING

XIV. FUTURE PLANS

A. EXPLORE USE OF COMBUSTIBLE WASTE. PARTICULARLY HAMMERMILL AND SOMAT, FOR ENERGY SOURCE ✓

*Guid Coordinate carpool reveal  
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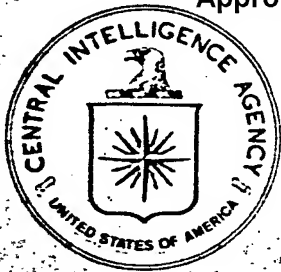
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ATTACHMENT TO AGENDA

- A. Agency 10-Year Energy Management Plan
- B. Employee Bulletins
  - No. 786 - Energy Conservation - Called attention to President's Standby Conservation Plan No. 2
  - No. 802 - Energy Conservation - Reiterated past published energy savings practices
  - No. 818 - Van Leasing Services - Provided van-leasing information to employees
  - No. 826 - Conservation Measures to Reduce Gasoline Consumption - Properly inflated tires
- C. Executive Order 12261 - Gasohol in Federal motor vehicles
- D. D/L memo to GSA requesting exemption to Federal Facility Ridesharing Program
- E. D/L memo to GSA outlining why Agency unable to participate in Federal Shuttle Vehicle Services
- F. D/L memo to GSA deferring implementation of internal driver training program until development of government-wide program
- G. Employee Suggestions
  - No. 80-211 - Window Shutters
  - Use of Computer Room Heat to Warm Domestic Water
- H. Computer-produced bar charts recording fuel consumption and mileage
- I. Estimated energy savings by securing domestic hot water service - Headquarters building



# EMPLOYEE BULLETIN

STAT

EB No

28 March 1980

## ENERGY CONSERVATION

1. The President's Standby Conservation Plan No. 2 directed all Federal agencies to reduce energy consumption by 5 percent and to reduce gasoline consumption by Government vehicles by 10 percent for the year ending 31 March 1980. Federal agencies are not yet meeting these goals.

2. All employees are encouraged to take the following steps since the simplest energy-saving actions can have significant effect:

- a. Adjust to building temperatures of 65 degrees during the winter and 78 degrees during the summer; dress accordingly.
- b. Turn off lights and equipment not in use.
- c. Use carpools and vanpools to commute to work, coordinate and consolidate trips to other agencies, use conference calls in lieu of traveling to meetings, and use the Agency shuttle bus service.
- d. Close curtains and blinds before leaving at night.
- e. Most importantly, agree to accept occasional personal discomfort and inconvenience to achieve the national goal.

DISTRIBUTION: ALL EMPLOYEES (1-6)

CENTRAL INTELLIGENCE AGENCY

10-YEAR ENERGY MANAGEMENT PLAN

I. AGENCY MISSION

The Central Intelligence Agency, under the direction of the President and/or the National Security Council (NSC), advises the NSC in matters concerning such intelligence activities of the Government departments and agencies as related to national security and makes recommendations for coordination of such intelligence activities; correlates and evaluates intelligence relating to the national security and provides dissemination of such intelligence within the Government; collects foreign intelligence, including information not otherwise obtainable; develops, conducts, or provides support for technical and other programs which collect national foreign intelligence; and conducts counterintelligence activities outside the United States with other agencies within the intelligence community.

II. GOALS AND OBJECTIVES

We are unable to offer a quantitative 10-year energy management plan because of the limited types of operations within the Agency which lend themselves to measurable energy savings. However, we have attempted, where feasible, to incorporate energy efficiency standards into all ongoing programs which offer potential energy savings. What should be stressed is that this Agency has traditionally been energy conscious; therefore, no large measurable savings in energy can be expected year after year without a detrimental effect on mission and operations. We reaffirm our commitment to eliminate energy waste whenever discovered and shall continue to pursue a program designed for continued savings in this critical area of energy conservation.

The General Services Administration (GSA) maintains the Government-owned buildings which the Agency occupies and is responsible for reporting on the energy conservation measures taken in those buildings; although we do not control this significant area of energy consumption, we continue to support strongly and comply fully with GSA's energy policies and procedures.

In view of the foregoing, we have focused our energy conservation efforts primarily on the operations involving vehicles. We find it difficult to achieve additional savings in automotive fuels without adversely affecting our mission. We are, however, striving to maximize, to the extent possible, existing systems which





# EMPLOYEE BULLETIN

STAT EB No.

18 June 1980

## ENERGY CONSERVATION

1. As the single largest energy user in the nation, the Federal Government bears the responsibility of leadership in energy conservation. In sharing this responsibility, the Agency has remained responsive to all conservation measures established by the General Services Administration (GSA) in compliance with Presidential directives to conserve precious energy. Past headquarters notices and employee bulletins have identified major areas having energy-saving potential and provided guidelines to assist employees in achieving established energy goals, such as:

- a. Maintaining building temperatures of 78 degrees during the summer and 65 degrees during the winter.
- b. Turning off lights and equipment not in use.
- c. Using carpools and vanpools to commute to work, coordinating and consolidating trips to other agencies, using conference calls in lieu of traveling to meetings, and using the Agency shuttle bus service.
- d. Closing curtains and blinds before leaving at night.
- e. Observing the ban on the use of supplemental fans and heaters unless specifically approved. Requests for use of fans and heaters in the Headquarters Building will be forwarded to the Chief, Headquarters Engineering Branch, RECD/OL, Room 3E24 Headquarters Building, extension . Requests for use in other Agency buildings will be directed to the Chief, Field Engineering Branch, RECD/OL, Room .

25X1

25X1

2. In addition to the above energy-saving measures, GSA has announced a new energy conservation program requiring employee participation to begin 1 June 1980. The goal of this program is to reduce overall Agency consumption by 5 percent from Fiscal Year 1979 by significant reduction of energy consumption in GSA-owned and operated buildings in the National Capital area. The program features the following conservation measures:

- a. Setting of building temperatures at 80 degrees Fahrenheit.
  - b. Turning off air-conditioning equipment prior to the end of the normal workday. (Early equipment shutdown usually will not adversely affect personal comfort.)
  - c. Reducing interior and exterior lighting levels.
  - d. Reducing overtime (after hours and weekends) air-conditioning operations.
3. The construction of the heating, ventilating, and air-conditioning systems imposes limits and inflexibilities on the control and operation of the systems. Extensive room partition reconfigurations and variable sun loads, along with aging and hard-to-maintain equipment, combine with the physical limitations of the system, making it impossible to maintain a uniform building temperature of 80 degrees. Temperature and humidity levels will differ from one area to another. In areas considered unproductively warm, employees should use discretion and may wear clothing more comfortably suited to particular office conditions.
4. All employees are encouraged to support these energy conservation measures and continue to seek new and innovative approaches to improve energy efficiency in keeping with the spirit and intent of the Federal energy program and Presidential directives.

DISTRIBUTION: ALL EMPLOYEES







# EMPLOYEE BULLETIN

STAT

EB No. 

8 October 1980

## CONSERVATION MEASURES TO REDUCE GASOLINE CONSUMPTION

1. This bulletin is part of a continuing program by the Inter-agency Federal Energy Policy Committee to encourage energy conservation. Maximum tire inflation is regarded as a highly cost effective method of improving fuel economy. Tests have shown that properly inflated tires can increase vehicle fuel efficiency by as much as 5 percent. A small investment of time spent inflating tires to the maximum tire pressure will provide dividends through increased miles per gallon.

2. The Agency Motor Pool has adopted the policy of inflating tires to their maximum pressure, and individuals are encouraged to adopt a similar policy with assigned vehicles and their privately owned vehicles.

DISTRIBUTION: ALL EMPLOYEES (1-6)



# EMPLOYEE BULLETIN

STAT

EB No.

5 September 1980

## VAN LEASING SERVICES

1. Three organizations in this area now engage in van leasing arrangements for individuals interested in forming vanpools. VANGO is available for Maryland residents and Hertz and Van Pool Services, Inc., are licensed for business in Maryland, Virginia, and the District of Columbia. These companies offer the latest in fully equipped vans for commuter comfort.

2. Additional information and brochures on these companies are available in Room 1J45 Headquarters Building.

DISTRIBUTION: ALL EMPLOYEES (1-6)



Department of Energy  
Washington, D.C. 20585

MEMORANDUM FOR Federal Energy Officials

SUBJECT: Executive Order 12261

Enclosed is a copy of the Executive Order signed on January 6, 1981, requiring Federal agencies to use gasohol in those federally owned or leased motor vehicles "which are capable of operating on gasohol where it is available at reasonable prices and in reasonable quantities..."

The Department of Defense will be issuing guidelines for the implementation of this Order. Questions concerning gasohol procurement should be directed to:

Edward Dyckman  
Defense Energy Policy Office  
OASD (MRAL) ES  
Room 1D-760,  
The Pentagon  
Washington, D.C. 20301  
Telephone No: 697-2500

Additional copies of this Executive Order can be required from Whitey Bluestein (252-9633) at the Department of Energy.

Sincerely,

*Jack Utullo*  
*Paul Brumby*

Paul Brumby  
Acting Director  
Office of Federal Energy Management Programs

OL 1 0405

would stretch operational efficiencies a bit further. We have developed a comprehensive automated mileage fuel consumption reporting system to track progress and provide a centralized functional data base for monitoring Agency fuel usage. Guidelines have been established to ensure the flow of pertinent statistical data required for measuring progress. In accordance with Executive Order 12261, dated 5 January 1981, we are converting an unleaded gasoline storage tank to gasohol in preparation for the conversion of selected Agency fleet vehicles to gasohol. More intensive efforts are under way to ensure Agency cargo movements are consolidated in order to maintain maximum efficiency from each trip. Greater reliance is being placed on rail, rather than Agency or commercial truck shipments. We are making every attempt to satisfy official vehicle requirements by procurement through GSA of more fuel-efficient subcompact and compact cars. Other actions taken in the vehicle operations area include replacing worn tires with radial tires, inflating tires to their maximum pressure, controlling the interval between motor tuneups for optimum performance, and replacing older gasoline-powered trucks that meet replacement standards with more efficient diesel-powered trucks. In addition, we have purchased energy-savings devices such as air deflectors and fan clutches for our trucks. While all these ongoing actions contribute towards energy conservation, unfortunately, few are measurable in terms of significant savings because of our relatively small motor pool operation.

While concentrating our efforts primarily on vehicle operations, we have not neglected other less energy intensive areas which may also offer potential energy savings. Our policies for maximizing the use of existing functional systems extend also to the below-listed areas. Although our efforts in such areas may contribute directly or indirectly to the overall Federal Energy Program, again, many of the actions taken are not measurable for statistical reporting.

- °In coordination with the GSA, a small boiler was installed in the power plant which now allows maximum efficiency when the steam loads are too light for the large boilers.

- °Agency architects and engineers have been successful in influencing the design of a new leased facility which will result in a number of innovative energy conservation measures being incorporated in the construction.

- °We are actively exploring the feasibility of using combustible waste as a potential energy source.

°Preferential reserved parking has been made available as an incentive to encourage employee carpools and vanpools.

°We are attempting to maximize the reliance on mass transportation through increased employee awareness programs.

°We have publicized energy conservation efforts through the publication of internal notices and have distributed pamphlets and wall posters containing energy-savings ideas for both home and office.

°Carpool locator boards have been installed throughout the Agency to assist employees in forming or joining carpools.

°We have specified that energy efficient features be considered in all future purchases or leasing of computer equipment.

### III. AGENCY ENERGY MANAGEMENT STRUCTURE

#### Senior Policy Official for Energy Management

James H. McDonald  
Director of Logistics

#### Point of Contact

Chief, Plans and Programs Staff  
Office of Logistics

#### Agency Energy Conservation Committee

Recognizing that energy conservation continues to be one of our highest national priorities, we have established an Energy Conservation Committee to direct and monitor Agency efforts in support of the national program. This Committee is chaired by the Director of Logistics and is comprised of seven senior members representing various components within the Agency. Basically, the Committee will oversee the Agency's conservation efforts in ensuring Agency compliance with appropriate statutes and executive directives related to energy usage, study and develop internal programs for energy consumption and monitoring compliance, and assist in promoting good conservation practices. This approach provides uniform direction through the centralization of energy-management responsibility and ensures consistency of policy and maximum utilization of available resources.

#### IV. SCHEDULE FOR COMPLETION OF REQUIREMENTS

Most of our energy conservation objectives are detailed in our Agency Management by Objective (MBO) program. This program is essentially a management review process for tracking major accomplishments of selected high priority goals and allows for maximizing the efforts of our limited resources. Energy conservation objectives remain in the forefront of our MBO program and have been defined in terms of clearly discernible milestones which provide a means of evaluating progress within predetermined time frames. Our milestones for FY-81 are on target and we foresee no appreciable slippage in meeting the objectives discussed in the Goals and Objectives Section of this plan.

#### V. PROBLEMS

Ours is not an energy-intensive Agency. We have a relatively small motor pool and trucking operation; for the most part this Agency has relied heavily on the use of private automobiles for official domestic travel. Our buildings are widely dispersed throughout the Washington metropolitan area. Public transportation is extremely limited or nonexistent between our buildings, Capitol Hill, the White House, and other Federal buildings. As gasoline becomes more scarce and costly, employees are looking to the Agency for transportation to meet official needs. The use of our motor pool vehicles is increasing, along with requests for more frequent and extensive shuttle bus services. These trends are significant and compel us to provide adequate bus and motor pool service as the only viable alternatives. While the mileage of POV's has dropped 45 percent over the past two years, it has resulted in increased mileage for the vehicles the President is monitoring - Government-owned and -leased vehicles.

#### VI. INVESTMENT

Within resource constraints, we have attempted to identify potential energy efficient enhancements or measures to be taken to curb energy consumption in ongoing programs for inclusion in the budget process. It would be difficult to predict a specific dollar value amount for energy conservation measures by specific fiscal years since many such measures and enhancements are built into ongoing programs and would be hard to break-out and treat as separate entities with assigned dollar amount. Included in the Agency's planning process is the requirement for a building to consolidate at our existing Headquarters complex, thus saving significant costs presently incurred due to our dispersal to locations throughout the area.

VII. IMPLEMENTING INSTRUCTIONS

Numerous internal procedures, reporting guidelines, and miscellaneous notices were published in support and implementation of the Federal energy conservation program. Reporting procedures have been substantially restructured and refined to express analytical data in as consistent a manner as possible and to provide a comprehensive data base responsive to Federal and Presidential mandates. The security classification of these internal-use documents precludes dissemination outside of the Agency.

VIII. EMERGENCY CONSERVATION PLAN

In the event of a national emergency, we are prepared to prioritize our functions and reduce those least essential to mission performance.



1-108. Federal agencies shall make available to the Department of Energy, upon request, relevant data or information they possess concerning agency gasohol usage.

1-109. For purposes of this Order "Gasohol" means a motor fuel which has an octane rating of not less than  $87(R+M)/2$  and which consists of approximately 90 percent unleaded gasoline and approximately 10 percent anhydrous (199 proof or above) ethyl alcohol derived from biomass, as defined in Section 203(2)(A) of the Energy Security Act (94 Stat. 683; Public Law 96-294; 42 U.S.C. 8802(2)(A)).

1-110. (a) The Secretary of Defense with respect to gasohol use by the Department of Defense, and the Administrator of General Services with respect to gasohol use by other agencies, shall issue such guidelines for the implementation of this Order as they deem appropriate.

(b) Such guidelines shall provide for a determination of reasonable prices and reasonable quantities based on the local prevailing price of unleaded gasolines, the octane requirements for vehicles in the Federal fleet, local market availability of gasohol or its components, and other such factors, as may be appropriate.

JIMMY CARTER

THE WHITE HOUSE,  
January 5, 1981.

# # # #

Office of the White House Press Secretary

THE WHITE HOUSE

EXECUTIVE ORDER

GASOHOL IN FEDERAL MOTOR VEHICLES

By the authority vested in me as President of the United States of America by Section 271 of the Energy Security Act (94 Stat. 710; Public Law 96-294; 42 U.S.C. 8871), in order to require Federal agencies which own or lease motor vehicles to use gasohol in those vehicles which are capable of operating on gasohol where it is available at reasonable prices and in reasonable quantities, it is hereby ordered as follows:

1-101. In procurement actions for unleaded gasoline motor fuel, Federal agencies shall, whenever feasible, specify that gasohol is an acceptable substitute motor fuel. In such procurements there shall be a preference for the purchase of gasohol.

1-102. Agencies may procure the components of gasohol and do their own blending.

1-103. In determining the feasibility of specifying gasohol as a substitute motor fuel in procurement actions for unleaded gasoline, agencies shall include in their considerations such factors as the availability of storage facilities for bulk purchases and the number of vehicles capable of operating on gasohol.

1-104. Agencies shall designate those vehicles which are capable of using gasohol, consistent with overall agency needs and sound vehicle management practices. Agencies shall specify the conditions governing the use of gasohol, including when gasohol shall be purchased from normal retail outlets by vehicle operators.

1-105. The use of gasohol by the Department of Defense pursuant to this Order shall be in accordance with Section 815 of the Department of Defense Authorization Act, 1980 (93 Stat. 817; Public Law 96-107; 10 U.S.C. 2388 note) which provides for the use of gasohol to the maximum extent feasible and consistent with overall defense needs and sound vehicle management practices, as determined by the Secretary of Defense.

1-106. Vehicles used in experimental programs to test fuels other than gasohol are excepted from this Order.

1-107. The authority vested in the President by Section 271(b) of the Energy Security Act (42 U.S.C. 8871(b)) is delegated to the Secretary of Defense with respect to gasohol use by the Department of Defense, and delegated to the Administrator of General Services with respect to gasohol use by other agencies.


more

(OVER)

19 NOV 1980

MEMORANDUM FOR: Director of Logistics

25X1 FROM:

  
Chief, Plans and Programs Staff, OL

SUBJECT: Federal Facility Ridesharing Program  
Federal Property Management  
Temporary Regulation A-16

REFERENCE: Federal Register Vol-45, No. 203, Section 68936,  
dtd Oct 17, 1980, same subject

1. Attached is a copy of Temporary Regulation A-16 which was published in the Federal Register on 17 October 1980. The regulation implements Executive Order 12191 dated February 1, 1980, and establishes country-wide ridesharing reporting procedures. General Services Administration's (GSA) definition of ridesharing is: "Commuting in groups of two or more using a single vehicle; i.e., carpools, vanpools, private bus, mass transit, or other multi-occupancy modes of travel."

2. Also attached is a sample copy of the form which GSA is currently having printed. The report requires information concerning identification of our facilities and the number of employees assigned to each facility. P&PS has been in touch with Mr. Larry Frisbee, National Ridesharing Coordinator, GSA, who is cleared and has assisted the Agency in other programs. He was advised that it is the policy of this Agency not to disseminate information of this nature. Based on this discussion, we should request a formal waiver while declaring our support of the program. A proposed waiver is attached for your consideration and signature.

25X1

Attachment  
As Stated



CENTRAL INTELLIGENCE AGENCY

WASHINGTON, D.C. 20505

21 NOV 1980

MEMORANDUM FOR: Mr. Larry Frisbee  
National Ridesharing Coordinator

SUBJECT: Federal Facility Ridesharing Program

REFERENCE: 41 CFR Ch. 101, (FPMR Temp. Reg. A-16)

25X1 This Agency is fully supportive of the Federal Ridesharing Program and has promoted carpools/vanpools and has encouraged the use of public transportation. Notwithstanding our support of this program, it is necessary for us to seek an exemption from the reporting requirements of referent as it is the policy of this Agency not to disclose information concerning our personnel strength. Your support of our request for an exemption is greatly appreciated. Please contact Mr. [redacted] should you have questions concerning Agency policy.

[redacted]  
JAMES H. McDONALD  
Director of Logistics

25X1

D

80-4543/1

OCT 18 1980

DD/A Registry  
80-1264/1

MEMORANDUM TO THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Federal Shuttle Vehicle Services

The President, in his memorandum of July 23, 1980, subject: Energy Efficiency in Federal Transportation Activities, directed each Executive Department and Agency to take actions to increase energy efficiency in the transportation sector.

The Interagency Federal Energy Policy Committee (656 Committee) has been delegated the task of coordinating implementation and compliance with this directive. Under this authority, I am requesting that each of you take appropriate action to allow Federal personnel traveling on official business to ride on any Federal shuttle vehicle, providing that personnel of the agency controlling the vehicle always have priority.

This action is requested in recognition that many agencies currently limit the use of their shuttle vehicles to their own agency personnel. This policy is unnecessarily restrictive since oftentimes there are personnel traveling the same or similar routes who could utilize the service.

"Opening up" the Federal shuttle vehicle system to all Federal personnel is a modest first step toward reducing our fuel consumption. Greater benefits should accrue through the coordination of shuttle vehicle services with other agencies in the same geographical area and through the reduction or elimination of shuttle routes which parallel mass transit routes.

Previous studies have shown prospects for shuttle consolidation are greatest in the Washington Metropolitan area. Therefore, the "656 Committee" is undertaking a review of existing shuttle vehicle services in the Washington Metropolitan area. To that end, each agency is requested to submit a report on existing services within 60 days of the date of this memorandum. The attached format is to be used for submission of the report.

OL 0 4838

2.

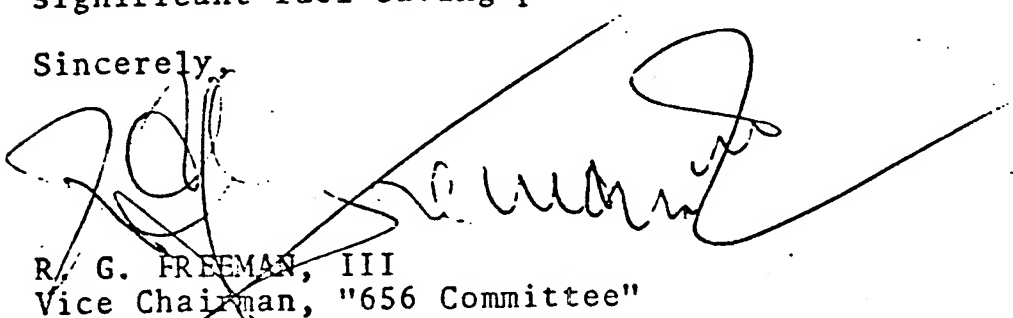
Please submit reports to:

Mr. Peter T. Glading, Chairman  
Transportation Working Group  
of the "656 Committee"  
General Services Administration (TM)  
Washington, DC 20406

Telephone: (202) 275-5405

I am hopeful that this review will yield recommendations with significant fuel saving potential.

Sincerely,



R. G. FREEMAN, III  
Vice Chairman, "656 Committee"

Enclosure

E



PSP

9 DEC 1980

MEMORANDUM FOR: Mr. Peter T. Glading  
Chairman, Transportation Working  
Group of the "656 Committee"  
General Services Administration

SUBJECT: Federal Shuttle Vehicle Services

REFERENCE: Memo to Heads of Executive Departments  
and Agencies, fm Vice Chairman, "656 Committee"  
dtd Oct 18, 1980, same subj.

1. This Agency operates a very limited shuttle service between our Langley, Virginia, Headquarters facility and other Agency-occupied buildings primarily in the Northern Virginia area. With the exception of the Bureau of Public Roads, there are no other government agencies in the immediate vicinity of our Headquarters facility.

2. While we support the energy conservation efforts of the "656 Committee," opening our limited shuttle service to non-Agency employees would present a number of security-related problems and, due to our remote location, would not result in a meaningful savings of energy. Additionally, our shuttle service is already operating near full capacity and an increase in ridership would result in the necessity to purchase additional vehicles. Regrettably, therefore, this Agency cannot contribute to the goal of fuel conservation through the consolidation of shuttle services.

3. Please contact Mr. [ ] on telephone number [ ] should additional information be required.

25X1

/s/ James H. McDonald

James H. McDonald  
Director of Logistics

cc: ER  
DDA

INSTRUCTIONS

ITEM 1. - Enter the facility name and complete street address, including zip code.

ITEM 2A-D. - Enter employee transportation coordinator's name, organization title, employing agency, and work telephone number.

ITEM 3A. - Enter the names of all agencies located at the facility. Common acronyms and abbreviations are acceptable.

ITEM 3B. - Enter the number of fulltime employees at the facility.

ITEM 3C. - Enter the number of employees who commute to work alone in their automobile.

ITEM 3D. - Enter the number of employees who commute to work in a carpool, either as a rider or driver. A carpool is defined as a group of two or more people using a motor vehicle for transportation to and from work.

ITEM 3E. - Enter the number of employees who commute to work in a vanpool, either as a driver or rider. A vanpool is defined as a group of 8 to 15 persons using a van, specifically designed to carry passengers, for transportation to and from work in a single daily round trip.

ITEM 3F. - Enter the number of employees who commute by private, commercially operated, or chartered bus (as opposed to mass transit bus system).

ITEM 3G. - Enter the number of employees who commute by mass transit (public bus system, subway, or commuter train).

ITEM 3H. - Enter the number of employees who commute by means other than listed above, such as walk, bicycle, motorcycle, moped.

ITEM 3I. - Enter the total of columns D thru H.

ITEM 3J. - Enter the facility goal, expressed as the number and percentage of fulltime employees at the facility.

ITEM 4. - Check the appropriate responses or enter information as required.

ITEM 5. - Provide information on the nature and extent of promotional efforts designed to increase the number of employees who use ride-sharing in the commute between home and work. Describe any unique problems at the facility and how they are being solved.

(Use this space for continuation of items from front of form.)

DATE

individual facilities shall submit a narrative report detailing agency promotional efforts.

Reports shall be submitted to: General Services Administration (TMM), Washington, DC 20406.

The report prescribed by this regulation has been cleared in accordance with Subpart 101-11.11 and has been assigned interagency report control number 0258-GSA-AN.

c. *Exemptions.* Facilities with less than 100 full-time employees are not required to submit an annual report. Agencies shall not subdivide buildings, groups of buildings, or worksites for the purpose of meeting the exemption standards.

10. *Ridematching systems.* Wherever possible, agencies shall use and promote existing ridematching services. Where ridematching services do not exist, they shall be established, preferably in conjunction with nearby facilities. Ridematching systems may be manual or computerized. All systems must be in compliance with the Privacy Act of 1974.

11. *Effect on other laws or other agency regulations.* a. *Clean Air Act.* In jurisdictions where State implementation plans for air quality approved or promulgated by the Environmental Protection Agency (EPA) have placed employers under more stringent guidelines in promoting or reporting ridesharing efforts, the requirements in the air quality plans shall take precedence over this regulation.

b. *Federal Standby Conservation Program.* If Federal standby conservation measures are enacted under the Emergency Energy Conservation Act, those measures relating to employer efforts in promoting and reporting ridesharing projects shall take precedence over this regulation.

12. *Technical assistance to agencies.* Because of the large number of Federal, State, local, and private sector groups involved in the promotion of ridesharing, there are many different resources available to Federal agencies interested in technical assistance and promotional materials for use in their ridesharing programs. To aid agencies in identifying these resources, GSA has designated ridesharing coordinators at each of its regional offices. A list of these coordinators and national program officials is provided as an attachment to this regulation.

13. *Comments.* Comments concerning this regulation may be submitted before December 31, 1980, to the General Services Administration (TMM), Washington, DC 20406.

14. *Availability of forms.* Agencies may obtain their initial supply of GSA Form 3291 from the General Services Administration (WRDD), Union and Franklin Streets Annex, Building 11, Alexandria, VA 22314. Agency field offices should submit all future requirements to their Washington, DC headquarters office which will forward consolidated annual requirements to the General Services Administration (HRM), Washington, DC 20405. An initial distribution of the form will be made to all GSA regional offices for their use and additional supplies of

the form should be obtained in the usual manner.

R. G. Freeman III,

Administrator of General Services.

GSA Regional Ridesharing Coordinators

Region 1—Boston, MA

George Delisle, J. W. McCormack P.O. & Courthouse, Boston, MA 02109, FTS 223-2536.

Region 2—New York, NY

Frank Kirschhoff, 26 Federal Plaza, New York, NY 10007, FTS 264-3930.

Region 3—Philadelphia, PA

Joe Thompson, 9th & Market Streets, Philadelphia, PA 19107, FTS 597-1261.

Region 4—Atlanta, GA

Ron Summers, 75 Spring Street SW., Atlanta, GA 30303, FTS 242-3054.

Region 5—Chicago, IL

Roger Willadsen, 230 South Dearborn Street, Chicago, IL 60604, FTS 353-5379.

Region 6—Kansas City, MO

Tom Hunter, 1500 East Bannister Road, Kansas City, MO 64131, FTS 926-7551.

Region 7—Fort Worth, TX

John Crawford, 819 East Taylor Street, Fort Worth, TX 76102, FTS 334-2381.

Region 8—Denver, CO

Jim Wooton, Denver Federal Center, Building 41, Denver, CO 80225, FTS 234-4091.

Region 9—San Francisco, CA

Annah Liechti, 525 Market Street, San Francisco, CA 94105, FTS 556-1455.

Region 10—Auburn, WA

Chuck Hammer, GSA Center, Auburn, WA 98002, FTS 396-5423.

National Capital Region—Washington, DC

Michael Ziskind, 7th & D Streets SW., Washington, DC 20407, FTS 472-1776.

GSA National Ridesharing Coordinators

Larry Frisbee

Les Gray

Jack Carlile

425 I Street, NW.

Washington, DC 20405

FTS 275-1021.

[FR Doc. 80-32151 Filed 10-10-80 8:45 am]

BILLING CODE 6320-AM-M

## FEDERAL COMMUNICATIONS COMMISSION

47 CFR Parts 13, 81, 83, and 87

[Docket No. 20317]

Establishing a Marine Radio Operator Permit and Deleting the Radiotelephone Third-Class Operator Permit

AGENCY: Federal Communications Commission.

ACTION: Setting effective date of final rule.

**SUMMARY:** On July 17, 1980, the Commission approved an amendment to Parts 13, 81, 83, and 87 of its rules which would, among other things, abolish the Radiotelephone Third Class Operator Permit, establish a "Marine Radio Operator Permit", and re-arrange the order in which examinations for first and second class licenses are given. The effective date would be specified in a later Public Notice. See the August 6, 1980, edition of the Federal Register, 45 FR 52154. The FCC has now specified the effective date as October 13, 1980, for all of these changes.

**EFFECTIVE DATE:** October 13, 1980.

**ADDRESSES:** Federal Communications Commission, Washington, D.C. 20554.

**FOR FURTHER INFORMATION CONTACT:** Roy E. Kolly or Vernon P. Wilson, Field Operations Bureau, 202-632-7240.

**SUPPLEMENTARY INFORMATION:**

**PART 13—COMMERCIAL RADIO OPERATORS**

**PART 81—STATIONS ON LAND IN THE MARITIME SERVICES AND ALASKA-PUBLIC FIXED STATIONS**

**PART 83—STATIONS ON SHIPBOARD IN THE MARITIME SERVICES**

**PART 87—AVIATION SERVICES**

Radiotelephone Third Class Operator Permit Abolished

On July 17, 1980, the Commission adopted an amendment to its rules which, among other things, abolished the Radiotelephone Third Class Operator Permit. The effective date was to be announced in a Public Notice. The purpose of this Public Notice is to announce that the effective date is October 13, 1980.

On and after October 13, 1980, third class permits will no longer be issued nor will examinations for these permits be administered. The other changes taking place on that date are the establishment of a "Marine Radio

Approved For Release 2003/06/20 : CIA-RDP85-00988R000500030008-7

**SUBCHAPTER C—COAL MINE SAFETY AND HEALTH**

The heading for 30 CFR Subchapter C is amended by revising the subchapter heading to read as set out above.

[FR Doc. 80-32492 Filed 10-16-80; 8:45 am]

BILLING CODE 4510-43-M

**GENERAL SERVICES ADMINISTRATION****Federal Property Management Regulations****41 CFR Ch. 101**

[FPMR Temp. Reg. A-16]

**Federal Facility Ridesharing Program; Temporary Regulations**

**AGENCY:** General Services Administration.

**ACTION:** Temporary regulation.

**SUMMARY:** This regulation implements EO 12191, dated February 1, 1980. It prescribes procedures to be followed by Federal agencies in promoting ridesharing and reporting program achievements. The intent of this regulation is to promote ridesharing as a means of conserving fuel, reducing pollutants, reducing traffic congestion, and providing an economical way for employees to commute to work.

**DATES:** Effective date: October 17, 1980.  
Expiration date: June 30, 1981.  
Comments due on or before: December 31, 1980.

**FOR FURTHER INFORMATION CONTACT:** Larry Frisbee, National Ridesharing Coordinator, Federal Fleet Management Division, Office of Motor Equipment (202-275-1021).

**SUPPLEMENTARY INFORMATION:** The General Services Administration has determined that this regulation will not impose unnecessary burdens on the economy or on individuals and, therefore, is not significant for the purposes of EO 12044.

(Sec. 205(c), 63 Stat. 390; 40 U.S.C. 436(c))

In 41 CFR Chapter 101, the following temporary regulation is added to the appendix at the end of Subchapter A to read as follows:

**Federal Property Management Regulations, Temporary Regulation A-13**

**To:** Heads of Federal agencies.

**Subject:** Federal Facility Ridesharing Program.

**1. Purpose.** This regulation establishes policy and prescribes procedures for the implementation of the Federal Facility Ridesharing Program.

**2. Effective date.** This regulation is effective upon publication in the Federal Register.

**3. Expiration date.** This regulation expires June 30, 1981, unless sooner revised or superseded.

**4. Background.** a. Executive Order 12191, dated February 1, 1980, established the Federal Facility Ridesharing Program. The President has assigned primary responsibility for program development and implementation to the General Services Administration (GSA) in consultation with the Department of Transportation (DOT). The objectives of the program are to conserve fuel, reduce congestion, improve air quality, and provide an economical way for employees to commute to work.

b. The effective implementation of the ridesharing program will require a cooperative effort among Federal, State, local, and private sector groups. Therefore, the Office of Management and Budget has asked the Federal Executive Boards, which exist in 26 major U.S. cities, to assist GSA and DOT in coordinating ridesharing efforts in the public and private sectors.

c. The primary role of Federal agencies will be to vigorously promote ridesharing at each Federal facility. The President has encouraged agency heads to take all feasible actions under the current law to provide ridesharing incentives.

**5. Definitions.** a. "Ridesharing" means commuting in groups of two or more using a single vehicle; i.e., carpools, vanpools, private buses, mass transit, or other multioccupancy modes of travel.

b. "Ridematching" means any system for mapping and matching home and work locations of interested commuters to identify prospects for ridesharing.

c. "Facility" means either a single building or a group of buildings or work locations at a common site.

d. "Third party operator" means an organization, firm, or individual, other than an employer or employee, who owns or leases vans or buses and either provides or contracts for continuing operational support.

**6. Policy.** It is the policy of the Federal Government to promote the use of ridesharing at all Federal facilities. In the process of promoting ridesharing, the Government shall not favor or endorse one commercial firm or nonprofit organization to the exclusion of other commercial firms or nonprofit organizations.

**7. Employee transportation coordinators.** Employee transportation coordinators shall be designated at each Federal facility with 100 or more full-time employees. (Agencies are encouraged to appoint coordinators at facilities with less than 100 full-time employees.) At facilities occupied by more than one Federal agency, the employee transportation coordinator shall be from the agency having the largest number of employees at the facility. The employee transportation coordinator shall:

a. Promote ridesharing at the facility by:

- (1) Publicizing the availability of public transportation;

- (2) Communicating employee transportation needs to local public transportation authorities and other

organizations (such as private bus companies) furnishing multiple commuter modes of transportation.

(3) Assisting employees in forming carpools or vanpools (employee-owned or leased, directly or through a third party operator);

(4) Aiding employee participation in ridematching programs. (Where ridematching programs do not exist, actions should be taken to begin these programs.)

b. Maintain an employee transportation profile showing the distribution of employee transportation modes; and

c. Prepare GSA Form 3261, Federal Facility Ridesharing Report, for annual submission to the agency coordinator.

**8. Ridesharing goals.** a. Ridesharing goals shall be established by each agency. Goals shall be expressed as a percentage of the full-time personnel that are employed by the agency and use ridesharing to commute between home and work. Goals should consider the availability of mass transit, local commuter routes, the number of employees participating in ridesharing at agency facilities, and the overall national goal.

b. The current national goal is 20-percent employee participation in ridesharing by January 1, 1981. This is the minimum acceptable goal under the Federal Facility Ridesharing Program. If an agency currently has a base line participation of 20 percent or greater, the minimum goal will be to increase employee participation by 20 percent by January 1, 1981. For example, if an agency has 30-percent employee participation in ridesharing, the minimum goal will be to increase employee participation to 36 percent by January 1, 1981.

c. Agencies will be evaluated primarily on their success in increasing the number of employees who use ridesharing to commute between home and work. GSA will evaluate overall agency efforts and results at individual facilities. Consideration will be given to the degree and intensity of agency and facility promotional efforts, the differences between facility locations, and the level of participation in employee ridesharing at the beginning of the program, since those agencies with a significant level of participation may find it more difficult to achieve a 20 percent increase above their base line.

**9. Reporting procedures.** a. **Facility reports.** Employee transportation coordinators shall prepare and submit by May 1, 1981, GSA Form 3261, Federal Facility Ridesharing Report. The report shall be submitted to the overall agency coordinator and shall include data on all Federal employees at the facility. (Copies shall also be furnished to other tenant agencies at the facility.)

b. **Agency reports.** Heads of agencies shall submit to GSA by June 1, 1981, a report which shall include:

- (1) The agency ridesharing goal;
- (2) Ridesharing results achieved within the agency;

- (3) Methods used to promote ridesharing within the agency; and

- (4) A copy (original only) of individual facility reports (GSA Form 3261) for each facility at which they have employee transportation coordinator responsibilities. Agencies having no overall responsibility at

ATTACHMENT

WASHINGTON METROPOLITAN AREA

SHUTTLE VEHICLE SERVICE SURVEY

For the purpose of this survey, shuttle vehicle service is any regularly scheduled transportation provided between two or more buildings or locations.

1. Department or agency: \_\_\_\_\_
2. Does your agency provide shuttle vehicle services within the Washington Metropolitan area?
  - ☐ YES. Please complete the remaining questions.
  - ☐ NO. Omit remaining questions, sign and return.
3. Answer the following only once for each department or agency if the answers are the same for all routes in the Washington Metropolitan area.
  - a. What is required for personnel to board shuttle vehicles operated by your department or agency?
    - ☐ ID card
    - ☐ Token
    - ☐ Shuttle pass
    - ☐ Sign Manifest
    - ☐ Other (specify) \_\_\_\_\_
  - b. Are personnel from other Federal agencies allowed to board shuttle vehicles operated by your department or agency under existing policies?
    - ☐ YES
    - ☐ NO
  - c. Are shuttle schedules published?
    - ☐ YES
    - ☐ NO

Where? \_\_\_\_\_

4. Attach a schedule for each shuttle vehicle route operated by your department or agency. Indicate the number of schedules attached: \_\_\_\_\_.

Provide the following information as an attachment thereto:

- a. A map indicating the route, if available.
  - b. Miles one way from origin to destination, in case of loop route, from origin back to origin.
  - c. The type and seating capacity of the vehicle(s) used on the route.
  - d. The ownership of the vehicle(s).
  - e. Whether the route is used for passenger, mail or freight service.
  - f. Average number of passengers boarding the vehicles on each route per day.
  - g. Estimated cost to provide this shuttle service on a yearly basis (Cost estimates should include ownership or lease cost of vehicle; fuel and lubricants; maintenance costs; personnel costs).
  - h. Reason each route was established.
5. Attach the policies which cover the shuttle vehicle service.
6. Person to contact if additional information is required:

---

Telephone: \_\_\_\_\_

25 NOV 1980

MEMORANDUM FOR: Director of Logistics

25X1 FROM:

  
Acting Director of Security

SUBJECT: Federal Shuttle Services

1. Reference is made to your request of 13 November 1980 for comments on the proposal to open federal shuttle services to all federal employees. The specific issue is whether there are any security considerations which would preclude the Agency from participating in this program.
2. We believe there are three areas of security concern relating to this proposal. The first concern is the fact that opening our shuttle service to other federal employees would increase the risk that Agency employees under cover who ride the shuttle would be identified. In an ideal situation, employees under cover would not be utilizing the Agency shuttle. However, since there is no practical alternative, it would be a disadvantage for the Agency to disallow individuals under cover to continue to ride the shuttle so that non-Agency federal employees could ride without endangering the cover of our employees.
3. Our second concern centers around the fact that Agency shuttles now enter the Headquarters compound without being challenged by the Federal Protective Officer (FPO) at the compound entrance. Although the FPO assigned to the bus stop is now responsible for checking the identification of persons exiting shuttle buses, the possibility of someone slipping past him in the midst of a rush of people increases if we allow non-Agency personnel to ride the shuttle. Current procedures also call for the shuttle busdriver to check the identification of persons getting on board the shuttle. If the Agency participates in this program, an unacceptable burden would be placed on the busdriver's ability to identify the various types of identification carried by federal employees and to confirm that any given individual was carrying valid identification (i.e., one that was neither forged nor out of date).

OS 0 2715/1A

OL 3 5232



4. A third concern involves the cover of certain facilities that are not acknowledged to be Agency buildings. Obviously, it is not appropriate that all federal employees be afforded the opportunity to identify such facilities.

5. In summary, it is our position that security considerations make it inadvisable for the Agency to participate in this program.



25X1

21 November 1980

MEMORANDUM FOR: Director of Logistics

25X1 FROM : [REDACTED]  
Chief, Central Cover Staff

SUBJECT : Federal Shuttle Service

REFERENCE : Your Memorandum, Same Subject,  
dated 13 November 1980

25X1 1. Central Cover Staff (CCS) agrees that making our shuttle service open to all federal employees and/or consolidation of services in the Rosslyn, State, Executive Office, Pentagon, and NPIC areas would be an advantage to CIA employees under official cover. Our employees under cover [REDACTED] within a government work force using a government wide shuttle service.

25X1 2. CCS would not like to see a consolidated shuttle service between Headquarters, Rosslyn, [REDACTED] CIA employees under cover boarding or disembarking a shuttle in the Headquarters area could thus be identified as CIA employees. CCS recognizes that the identification would probably be known only to other government employees.

3. Since we believe there are no other government agencies (except for Bureau of Public Roads) within our immediate vicinity, CCS suggests that the CIA position should be to agree with the consolidated shuttle service for those areas listed in para 1 above and to continue sole CIA use of shuttle service originating from and terminating at CIA Headquarters for those areas listed in para 2.

CC: Director of Security

[REDACTED]

25X1

25X1

Enclosure

28 AUG 1980

MEMORANDUM FOR: Director of Training  
FROM: James H. McDonald  
Director of Logistics  
SUBJECT: Training Federal Employees in Fuel-Efficient  
Driving Techniques

- REFERENCES:
- A. Memo for Heads of Executive Agencies and Departments fm Vice Chairman, 656 Committee, dtd July 7, 1980, same subject
  - B. White House memo to Heads of Executive Departments and Agencies, dtd July 23, 1980, subj: Energy Efficiency in Federal Transportation Activities
  - C. Memo for Chairman, Transportation Working Group of the 656 Committee fm D/L, dtd 8 August 1980, same subject

1. The President has directed Executive departments and agencies to take a number of energy-related actions this year. One action is to: "Establish a program based on the Department of Energy's Driver Energy Conservation Awareness Training (DECAT) program, to train all drivers of government vehicles in fuel-efficient driving practices."

2. The Agency has forwarded comments which suggest that larger agencies develop training programs that would be available to employees of smaller agencies. However, we would like to alert you to the possibility that the Agency may have to provide training of this nature.

3. The attached material was handed out at a recent energy planning workshop and may be of some assistance in developing the content for a Fuel-Efficient Driving Technique Course. Mr. [redacted] Plans and Programs Staff, is the Office of Logistics point of contact and he may be reached on [redacted]

/s/ James H. McDonald

James H. McDonald

Atts.

8 AUG 1980

MEMORANDUM FOR: Peter T. Glading  
Chairman, Transportation Working  
Group of the 656 Committee  
General Services Administration (TMM)

SUBJECT: Training Federal Employees in Fuel-Efficient  
Driving Techniques

REFERENCES: A. Memo for Heads of Executive Agencies and  
Departments fm Vice Chairman, 656 Committee,  
dtd July 7, 1980, same subject

B. White House memo to Heads of Executive  
Departments and Agencies, dtd July 23,  
1980, subj: Energy Efficiency in Federal  
Transportation Activities

1. Attached is the Data Report Form containing the information requested in Reference A. While none of the personnel in this Agency have had formal training in fuel-efficient driving techniques, we have shown the "Running on Empty" and "Challenge of the Future" films to a large segment of our employees.

2. This Agency supports a driver education training program. However, we would encourage the 656 Committee to consider the cost effectiveness of larger agencies providing the necessary training vice each agency developing its own program. The development of a driver training program by small individual agencies and departments may place a very heavy burden on the financial and personnel resources and, as a result, their programs may not be the most effective way to present the material.

3. We will investigate the ramifications of developing a driver training program but will not implement such a program until a decision is made regarding the development of a government-wide effort.

/s/ James H. McDonald

James H. McDonald  
Director of Logistics

Att.

cc: ER  
DDA

OL 0 3185(a)

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Next 1 Page(s) In Document Exempt

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25X1 MEMORANDUM FOR: [ ] ES/SAAC

25X1 FROM: [ ]  
Chief, Plans and Program Staff

SUBJECT: Employee Suggestion No. 80-211  
Energy Conservation (Window Shutters)

1. The suggestion accurately points out that the Headquarters building, similar to virtually all buildings in the U.S., was designed and constructed during times when energy conservation did not command the urgency it does today. Energy is now expensive, both economically and politically, and the nation is now struggling to establish control on the expenditure of energy. Applicable to the suggestion, the DOE and the GSA, in cooperation with this Agency, are analyzing the alternatives to retrofit our buildings to best achieve energy saving objectives.

2. The Headquarters building is under GSA control. The GSA is responsible to the DOE to achieve energy saving goals through improved operating procedures and through the capital expenditure for energy efficient equipment. Our Agency is responsible to insure our support requirements consider the need to conserve, and we are responsible to cooperate with the GSA in identifying and implementing policies, procedures and ideas. The DOE, the GSA and the Agency have been active over several years in the energy area, there are numerous committees, a plethora of ideas, and energy saving options literally inundate the resources available for study and implementation. The DOE publishes hundreds of options for consideration, and requires the GSA to perform an energy audit of buildings. The audit is to form the foundation for the systematic implementation of prioritized energy saving projects, as the audit identifies costs, energy savings and payback periods for each option. This audit has been done, and has included the following specifics for windows:

OL O 1241a

ET

7 March 1980

MEMORANDUM FOR: Suggestion & Achievement Awards Committee

SUBJECT : Energy Conservation at Headquarters and  
Other CIA/Federal Buildings

Attached is a suggestion for significantly reducing the energy consumed in heating and cooling the headquarters building. This suggestion is probably also applicable with small modifications to other Agency buildings and to other federal government buildings in general. The costs would not be high; for headquarters they probably would be less than what is presently being spent to redecorate the cafeteria complex. Thank you for considering this suggestion. I am available for consultation on this matter as well as upon energy conservation measures generally.

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INTERNAL  
USE ONLY

CONFIDENTIAL

SECRET

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional) Energy Conservation (Window Shutters)  
Employee Suggestion No. 80-211

FROM:

EXTENSION

NO.

OL 0 1241 a

DATE

7 APR 1980

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. James H. McDonald  
DL/OL

7 APR 1980

Jim,

FYI as Energy Chairman,  
the attached suggestion  
will be filed with other  
energy related suggestions  
for the next committee  
meeting.

I went into considerably  
more detail than normal  
due to the fact that the  
suggestor sent copies  
of his suggestion to the  
DCI and to D~~E~~/NFAC.

Handwritten: "Handed to [unclear] for Energy Comm"

Handwritten: "X"

FORM 5-42 610 USE PREVIOUS EDITIONS

☐

SECRET

☐

CONFIDENTIAL

☐INTERNAL  
USE ONLY☐

UNCLASSIFIED

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SUBJECT: Employee Suggestion No. 80-211  
Energy Conservation (Window Shutters)

- a. Double glazing
- b. Triple glazing
- c. Solar films on windows
- d. Blinds, drapes, shades, louvers and screens

In analyzing the above options, the following was recommended by the consultant: "Whichever option is chosen for window treatment should not depend on individual control for the energy savings to be realized." It should be noted that significant savings could now be realized if individual occupants could be depended on to use the blinds and curtains presently installed to conserve energy. In installations where draperies are automated, individuals tend to override the controls in order to meet their own needs, similar to the constant attempt to adjust thermostats in the Headquarters building to meet individual temperature preferences.

3. The GSA and engineers from RECD/OL are working together in analysing the audit report while concurrently implementing projects achievable with existing resources; therefore, the consultant's recommendation concerning the dependency on occupants to save energy is under review.

4. The above narrative is presented as background information, primarily to identify that the energy conservation field is dynamic with ideas everywhere, and that the challenge is to systematically and competitively rank options and thereby institute a program consistent with national goals and internal resources. The narrative is also presented to indicate that the concept of shutters was considered, but not in detail because they depended on the cooperation of the individual occupants of windowed rooms. Shutters may be chronologically premature in that there is not yet universal agreement on the depth and severity of the energy crisis, whether the crisis is real or political, and there is no agreement as to what degree of "bleeding" is fair and necessary. Experience has been that people are not terribly cooperative on voluntary inconveniences. In any event, the energy audit did identify numerous energy saving projects with higher priority for our limited capabilities (resources) than window glazing, films, blinds, drapes, shades, louvers and screens, although some window modification will eventually be accomplished. FYI, given the revised operating procedures of lower wintertime building temperatures, higher summertime temperatures, securing perimeter units at night and better heating, ventilating and air conditioning control, the consultant identified relatively long pay back periods for window attention, other than caulking.

SUBJECT: Employee Suggestion No. 80-211  
Energy Conservation (Window Shutters)

5. The above suggests it would be most difficult to evaluate the suggestion on the basis of tangible savings because it is but one option among hundreds, its premise has been rejected because effectiveness is dependent on the cooperation of room occupants, and the suggestion is not competitive with other options immediately competing for our limited resources. Analysis of the specifics of the suggestion clearly lead to a recommendation to decline because of the following:

a. The construction as identified in the suggestion could not be approved by the OS because fiberglass/Styrofoam represents a fire/safety hazard.

b. Achieving an air tight seal would be considerably more difficult and expensive than implied in the suggestion.

c. Aesthetics would be controversial, also achieving the cooperation of personnel to close the shutters could be a problem.

d. The shutters would protrude into the room, assuming the blinds would remain and the curtains removed (blinds necessary for summertime reflection of sunlight to reduce heat gains). However, safes and furniture cover a portion of a high percentage of the windows, precluding the full opening of the shutters. It is anticipated shutters would be damaged by hitting safe edges, etc. Maintenance costs are difficult to estimate, but experience would demand that the shutters be fabricated and installed to be extremely durable, or damage and maintenance costs will be high.

6. With elevated summertime building temperatures and the nighttime securing of our perimeter systems and select air conditioning systems, summertime savings through use of the shutters would not be significant and, on balance, may even be negative -- re, the shutters may prevent some building heat from escaping to the cooler nighttime outside air. It may be noted that 80% of the sun's heat load is via radiation transmitted directly through the glass to the interior; therefore, significant summertime savings could be achieved by keeping the shutters closed when the sun is out, but it is doubtful that our personnel would be willing to voluntarily transform their windowed offices into, in essence, an interior room via closing the shutters.

SUBJECT: Employee Suggestion No. 80-211  
Energy Conservation (Window Shutters)

7. In summary, the design and custom manufacture and installation of a durable, efficient and safe shutter would be considerably more difficult and expensive than identified in the suggestion (additionally, manufacturer and installation would be via GSA contract, with attendant overhead charges). The installation would be aesthetically controversial and energy effectiveness would depend on the cooperation of office occupants. The costs and benefits in competition with other options to save energy lead to the recommendation that this suggestion be declined for use in the Headquarters building at this time. If energy continues to become more scarce and expensive at the present rate, and if requirements to reduce energy consumption by a percentage each year continues, and as the more effective alternatives become implemented, then no doubt some form of window treatment will be done.

8. The use of shutters over double or triple glazing, blinds, draperies, etc., would depend on the attitude of our personnel at that time, their cooperativeness, and the relative costs involved. The time for shutters as a retrofit option has not yet come, but may be here in the future.



25X1

ET

FILE OR SUBJECT OF SUGGESTION Energy Conservation (Window Shutters) at Hqs and other CIA Federal Bldgs		SUGGESTION NO. 80-211
PRESENT METHOD See Attachment		
SUGGEST See Attachment		
ADVANTAGES See Attachment		
FORM 244 (3-75)	USE PREVIOUS EDITIONS	<input type="checkbox"/> DCL <input type="checkbox"/> RVW DRV _____ BY _____
CLASSIFY AS APPROPRIATE		

CL O 1241

P.P.S

SUBJECT: Heat

18 APR 1980

Distribution:

MEMORANDUM FOR: [REDACTED]

ODP Member, Agency Energy Committee

FROM: [REDACTED]

James H. McDonald  
Director of Logistics

SUBJECT:

Heat Generated by Computers

REFERENCES:

- A. Memo for C/AEC/OL, from ODP Mbr AEC,  
dtd. 30 Jan 80, same subj: (ODP-0-127;  
OL 0 0577)
- B. Memo for DC/RECD/OL, from C/RECD/OL,  
dtd. 25 Mar 80, same subj: (OL01424)

1. The reference raises the question, "Can the heat generated by computers be used to at least warm up the 'hot' water if the boiler system is discontinued?" The question is a sub-set of a more global consideration -- How can the nation utilize heat that is thrown away, wasted? Waste heat exists because of the past availability of cheap energy and, because it does exist, it may now be collected, concentrated and used, but at considerable expense. As you know, the RECD/OL and the GSA are working to prioritize projects to conserve energy, including the use of waste heat. The priorities for projects are necessary because energy saving opportunities are legion in numbers, but resources are finite, and presently small.

2. Reference B specifically addresses Mr. [REDACTED] suggestion and identifies that it is not economical or practical to consider computer "waste" heat for our domestic hot water at this time. This suggestion, along with numerous other suggestions concerning energy conservation, will be discussed at the next committee meeting.

/s/ James H. McDonald

James H. McDonald

Attachments:

- A. Reference A  
B. Reference B

OL 0 0577a

ODP-0-127

30 JAN 1980

MEMORANDUM FOR: Chairman, Agency Energy Committee  
Office of Logistics

FROM :   
ODP Member, Agency Energy Committee

SUBJECT : Use of Heat Generated by Computers

Attached is a suggestion from  a member of the ODP Training Staff. The suggestion is forwarded for consideration by the Agency Energy Committee and it raises the question, "Can the heat generated by computers be used to at least warm up the "hot" water if the boiler system is discontinued?".

Chief, Management Staff, ODP

Attachment: a/s

cc:

62 0 0577

SPEED LETTER

REPLY REQUESTED

DATE

22 January 1980

X

YES

NO

LETTER NO.

TO : Chief, ODP Management Staff

FROM:

ODP, Training Staff,

ATTN:

Re: "Use of heat generated by computers"

1. I understand HQ is considering disbanding the major boiler system. The effect, of course, will be to render the "H" on the water faucets meaningless.
2. Can the heat generated by computers be used to at least warm up the "hot" water if the boiler system is discontinued?

REPLY

DATE 30 JAN 1980

Thank you for your suggestion. It has been forwarded to the Chairman of the Agency Energy Committee for consideration.

 ODP Member

Agency Energy Committee

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25 MAR 1980

MEMORANDUM FOR: Deputy Chief, Real Estate & Construction  
Division, OL

FROM:

Chief, Headquarters Engineering Branch,  
RECD/OL

SUBJECT: Use of Computer Room Heat to Warm the  
Domestic Water

REFERENCE: Memo ODP-0-127, 30 Jan 80, subj as above

20 23/24  
DC  
EX  
CA  
C/REB  
RC  
C/REB  
PE  
C/REB  
PE  
FILE

28 MAR 1980

1. The heat given off by the various computer and communications systems is presently removed from those systems by air handlers served by chilled water which is produced in the Powerplant about a thousand feet west of the Headquarters Building. Essentially the computer heat is transferred to the air in the computer room which in turn is transferred to the chilled water system, raising the chilled water from approximately 45°F to about 55°F. The chilled water is then pumped to the Powerplant to a chiller where the heat is transferred to an evaporative cooling tower for a discharge to the atmosphere. In this entire cycle, the only "warm" medium is the water circulated from the chiller to the evaporative cooling tower at the Powerplant. And this water only reaches a temperature range of 85°F to 90°F.

2. The domestic hot water in the Headquarters Building is generated by taking part of the main water supply to the building and heating it using steam heat exchangers. The heat exchangers are located in mechanical equipment areas with each exchanger servicing a particular part of the building.

3. Under this design arrangement the heat removed from the computer rooms does not become concentrated in any amount that would be considered "warm" until it reaches the Powerplant and at that point it is too far away to be useable to warm part of the main water supply.

OL O 1424

SUBJECT: Use of Computer Room Heat to Warm the  
Domestic Water

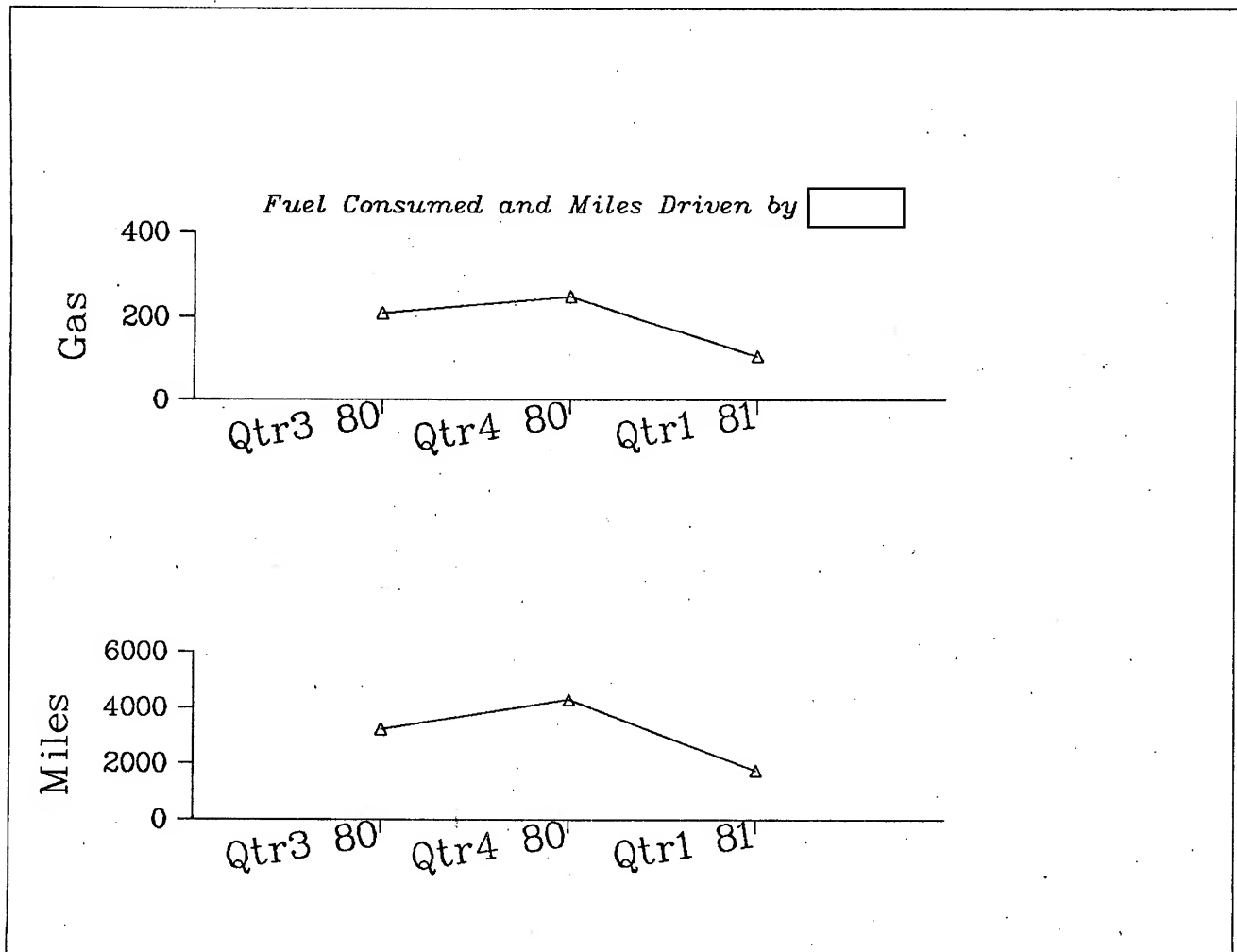
4. Two more factors should also be discussed. First, the only consideration I am aware of that would alter the present boiler operation plan of continuous service is the preliminary examination of a project to install small "summer" boilers to serve the Headquarters cafeteria and Printing and Photography Building and to install electric hot water heaters for scattered photo processors, medical services, and similar requirements. The goal of this project would be to supply the small minimum hot water requirements while allowing the large boilers in the Powerplant to be secured. This would be seasonal for possibly to period of July through August. No energy would be used to heat general domestic water under this plan during the July - August period.

5. Second, during the summer the domestic water temperature tends to rise naturally into the low to middle 70's which is not hot but is possibly acceptable for rest room room purposes.

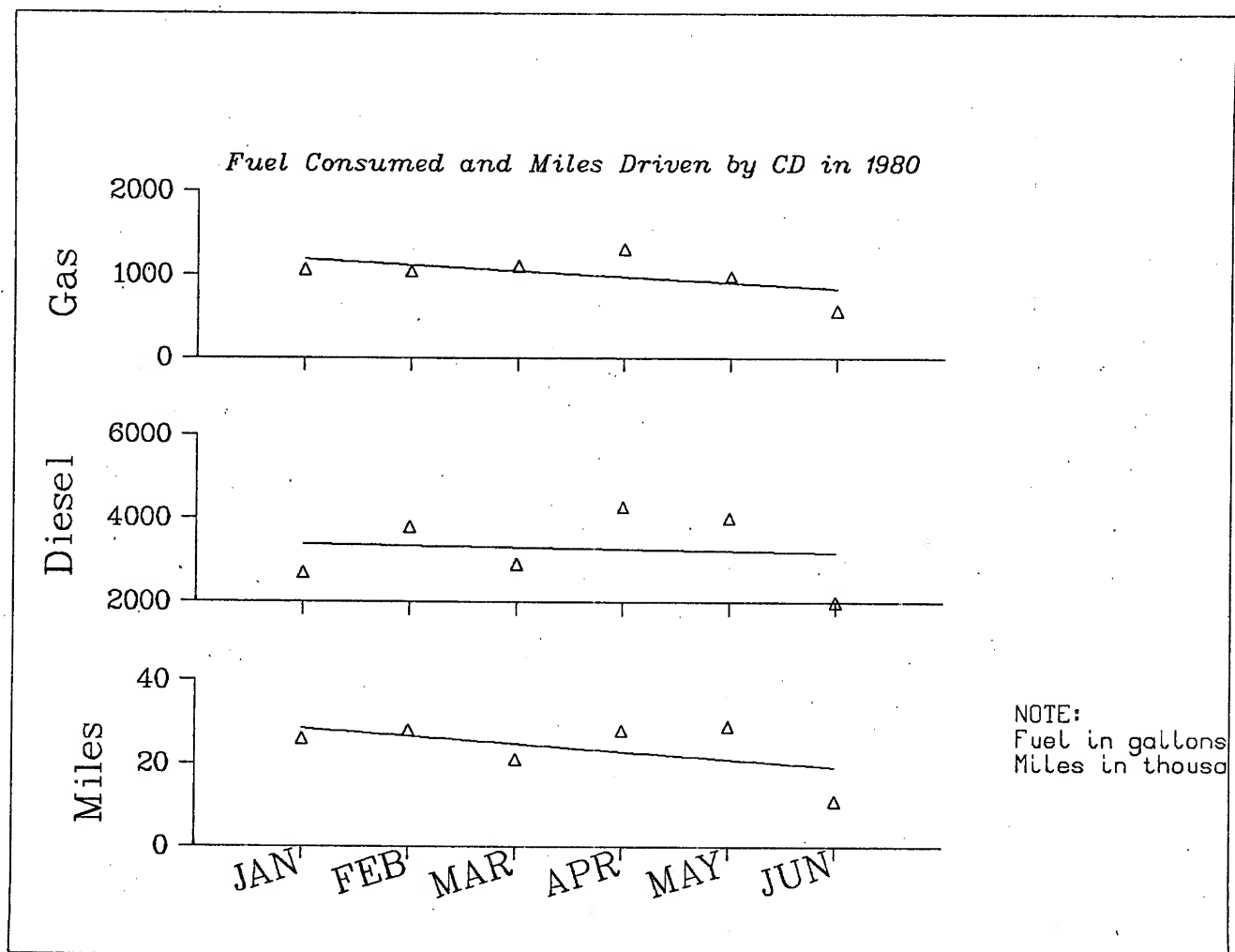
6. I hope the above information will help Messers  to understand our present system and encourage them to continue to look for ways to save energy.



H



25X1



ADMINISTRATIVE-INTERNAL USE ONLY

MEMORANDUM FOR: Deputy Director of Logistics

VIA:

Chief, Real Estate & Construction Division, OL

FROM:

Chief, Headquarters Engineering Branch,  
RECD/OL

SUBJECT: Estimated Energy Saving by Securing Domestic  
Hot Water Service, Headquarters Building

1. Regarding your inquiry to the Logistics Services Division concerning the savings that would accrue to the General Services Administration (GSA) because domestic hot water service has been stopped, the following calculations are provided.

2. The energy standards have set the temperature of domestic hot water at the 105° F level. During the summer, the ambient water temperature averaged about 70° F while the winter ambient is now about 45° F. Assume that each of 7500 individuals use two quarts of hot water twice a day to wash their hands. Assume also that fuel oil costs \$1.00 per gallon. Using an effective thermal rating, which includes system efficiencies, of 102,000 BTU's per gallon the following summer and winter daily costs are computed.

$$\frac{(7500)(.5 \text{ gal})(2 \text{ occ.})(8.33\#/gal)(105^{\circ}-70^{\circ})(\$1.00)}{102,000 \text{ BTU/gal}} = \$21.44$$

$$\frac{(7500)(.5 \text{ gal})(2 \text{ occ.})(8.33\#/gal)(105^{\circ}-45^{\circ})(\$1.00)}{102,000 \text{ BTU/gal}} = \$36.75$$

For a month of 21 working days the cost ranges seasonally from \$450 to \$770 per month. There is also another saving in the total amount of water used because the use of only cold water discourages washing but this cost is considered negligible.

4. Informally, GSA has indicated that their calculations assume that an individual uses three gallons of hot water per day instead of the 1 gallon used in the above calculations. Using that assumption results in a savings range of \$1350 to \$2310 per month.

ADMINISTRATIVE-INTERNAL USE ONLY

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